

Factors Affecting the Procurement Performance of Jiangxi Institute of Fashion Technology, China

Tu Gaogang¹, Busaya Vongchavalitkul² and Songwut Burimjitt³

Southeast Bangkok University, Thailand^{1,2,3}

Corresponding Author, E-mail: ²busaya2001@gmail.com

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Abstract

Background and Aims Efficient procurement is crucial for colleges and universities to optimize resource allocation and support teaching and research activities. This study examines the factors influencing procurement performance in higher education institutions, using Jiangxi Institute of Fashion Technology as a case study. It explores how procurement planning, resource allocation, employee competence, and procurement procedures contribute to procurement performance. **Material and Method** A questionnaire survey was conducted among 293 faculty members of Jiangxi Institute of Fashion Technology who volunteered to participate, selected through a random sampling method. The analysis included descriptive statistics and inferential statistics (correlation coefficients and multiple regression analysis).

Results The study found significant positive relationships between procurement planning, resource allocation, employee competence, procurement procedures, and procurement performance. The combined influence of these factors explained 18.9% of the variance in procurement performance (Adjusted $R^2 = 0.189$, $F = 17.97$, $p \leq 0.000$). While all factors contributed to improved performance, procurement procedures had the strongest impact (beta = 0.256, $t = 4.337$, $p \leq 0.000$), followed by employee competence (beta = 0.153, $t = 3.536$, $p \leq 0.000$), procurement planning (beta = 0.143, $t = 2.939$, $p \leq 0.000$), and resource allocation (beta = 0.131, $t = 3.194$, $p \leq 0.000$) to a lesser extent.

By analyzing the factors influencing college procurement performance, this study offers valuable insights for developing preventive and corrective measures. These measures can promote the sustainable and healthy development of college procurement performance, ultimately addressing the bottlenecks hindering its progress.

Keywords: Purchasing Plans; Resource Allocation; Employee Competence; Procurement Procedures and Procurement Performance

Introduction

With the continuous rise in demand for higher education in China, universities grapple with the challenge of maintaining quality education within the budgetary constraints imposed by the government (Li et al., 2020). Adequately serving a large student population while upholding high educational standards necessitates significant resources encompassing faculty, infrastructure, and teaching materials. Effective procurement practices are vital for universities to optimize resource utilization and cost-effectiveness in time, processes, and product acquisition (Rahman et al., 2017). However, research indicates that many Chinese universities encounter procurement inefficiencies leading to inflated costs (Zhang et al., 2019; Shambaugh, 2023). These inefficiencies often stem from ineffective management and potential errors at various procurement stages including needs identification, vendor selection, documentation, delivery inspection, and payment processing (Wang & Zhao, 2018; Liu et al., 2024). Understanding the determinants of procurement performance and procurement effectiveness in a university setting with a growing student population is crucial for establishing a robust procurement system fostering transparency, accountability, and cost optimization.

Jiangxi Institute of Fashion Technology (JIFT), a full-time private undergraduate college specializing in clothing education approved by the Ministry of Education, serves as a case study. Interviews with senior JIFT executives show that the annual purchase amount has been on a yearly upward trend due to the increase in student enrollment and the depreciation of the currency. Four key procurement challenges were identified: inadequate planning, inefficient resource allocation, insufficient staff skills, and lax procedures. These issues, attributed to market fluctuations, employee skill gaps, and non-standard procedures, resulted in delays in goods procurement, substandard quality, delayed payments, and budget overruns.

While extensive research on public procurement exists globally (Qi et al., 2018; Mbura & Kitheka, 2020; Abraham & Tarekegn, 2020), limited attention has been given to university-specific procurement performance. Understanding the impact of factors such as procurement planning, resource allocation, staff capacity, and established procedures on university procurement performance and procurement efficiency is critical. Addressing these aspects can mitigate inefficiencies, ultimately reducing costs associated with educational resources.

Hence, this research aims to investigate how factors like procurement planning, resource allocation, staff capacity, and established procedures influence procurement performance at JIFT.

Through analysis, the study aims to provide recommendations for enhancing procurement performance and promoting transparency and efficiency within the university.

Objectives of the study:

1. To clarify the level of procurement performance;
2. To clarify the level of purchasing plans, resource allocation, employee competence and procurement procedures
3. To study the influencing factors of procurement performance: Purchasing plan, resource allocation, Employee competence and procurement procedure.

Literature review

Purchasing plan

A procurement plan serves as a cornerstone of the procurement process, aiming to optimize efficiency, effectiveness, and transparency (Changalima et al., 2021; Changalima & Mdee, 2023). This plan outlines the strategies companies will employ to secure the necessary materials required for the production of goods and services. Within the procurement field, the concept of a procurement plan is highly valued. It functions as a strategic roadmap, guiding the cost-effective acquisition of essential resources (Gallego-García & García-García, 2020)

Resource allocation

Effective project management relies heavily on the efficient allocation of resources, which involves identifying and assigning available resources to tasks or projects that serve the overarching business goals. This strategic process entails careful selection and distribution of resources such as human capital, materials, equipment, and finances, all aimed at accomplishing the project's objectives (Selaru, 2012; Zhong et al., 2018). An integral component of resource allocation is the implementation of efficient scheduling, which is vital for the success of any project. In competitive environments, scholars have suggested employing graph pruning techniques to anticipate opponent decisions and identify unrealistic returns, underscoring the significance of strategic resource allocation in such contexts (Abdul Malek et al., 2015). Resource allocation is a complex process that requires thorough planning, strategic foresight, and adept management. It not only ensures the achievement of project milestones but also aligns with broader business objectives (Namany et al., 2019; Nzanywayingoma & Yang, 2019)

Purchasing plan and Procurement performance

Effective management of procurement relies heavily on Purchasing Plans. Johnson et al. (2021) emphasize the importance of considering not only quantities but also inventory strategies and overall supply chain performance. Various studies indicate that effective Purchasing Plan Management is pivotal for procurement performance. Cooper and Ellram (2018) and Govindan et al. (2024) assert that Purchasing Plans extend beyond mere quantities, encompassing inventory strategies and serving as a focal point within the procurement supply chain. Additionally, Bemelmans et al. (2013) illustrate that a well-structured purchasing plan and function significantly enhance overall purchase performance, with their maturity assessment tool aiding in pinpointing areas for enhancement. Opuwari (2024) notes that centralized procurement, especially for large-scale raw materials, can derive further advantages from a robust Purchasing Plan. This symbiotic relationship is crucial: a meticulously crafted Purchasing Plan enhances procurement performance through enhanced efficiency and cost savings. Subsequently, data on procurement performance guides adjustments and optimization of the Purchasing Plan, leading to even more robust outcomes.

Resource allocation and Procurement performance

Resource allocation plays a crucial role in various domains, including procurement, wireless networks, cognitive radio networks, and edge-cloud computing systems. Angeletti et al. (2019) emphasize the importance of reexamining the role of procurement biopsies during allocation due to their high resource requirements and association with discards. Pham et al. (2020) explore the applicability of the Whale Optimization Algorithm (WOA) for resource allocation in wireless networks, demonstrating its effectiveness in power allocation and mobile edge computation offloading. Kakkavas et al. (2020) contribute towards alleviating limitations in Software Defined Radio (SDR) deployments by developing a resource allocation approach for cognitive radios, showcasing its feasibility and performance analysis. In the realm of public procurement, Yu et al. (2020) investigate the factors influencing the adoption of green award criteria in European public procurement contracts, highlighting the importance of environmental protection and resource reservation. Additionally, AlNuaimi et al. (2021) suggest that embracing big data analytics capabilities within e-procurement functions can lead to improved environmental performance through green e-procurement practices. Resource management in NOMA networks is addressed by Yang et al. (2020) through the proposal of a deep neural network-based resource management method that offers real-time resource allocation with simplified

operations. Ali et al. (2020) focus on efficient resource allocation in Non-Orthogonal Multiple Access (NOMA) systems to maximize system sum rate and energy efficiency by proposing optimal solutions for user pairing and power allocation. Furthermore, Dinh et al. (2020) presents a hybrid edge-cloud computing system where resource procurement and allocation decisions are made based on cloud rental options and edge device local processing cost and capacity, aiming to enhance user experience. Ahmed et al. (2022) develops a Stackelberg Game-based dynamic resource allocation method for edge federated 5G networks to optimize performance in a distributed manner. Lastly, Alanazi et al. (2023) highlights the need to enrich literature on resource utilization and allocation processes' performance and outcomes, particularly in the context of medicines resources allocation. They propose a conceptual framework and system design to enhance the availability and utilization of resources in this domain.

By optimizing resource allocation, enterprises can improve all aspects of procurement performance, including cost control, supplier management, risk management, process optimization, quality management, etc. At the same time, enterprises also need to establish scientific performance evaluation standards and continuous improvement mechanisms to continuously improve procurement performance and provide a strong guarantee for the sustainable development of enterprises.

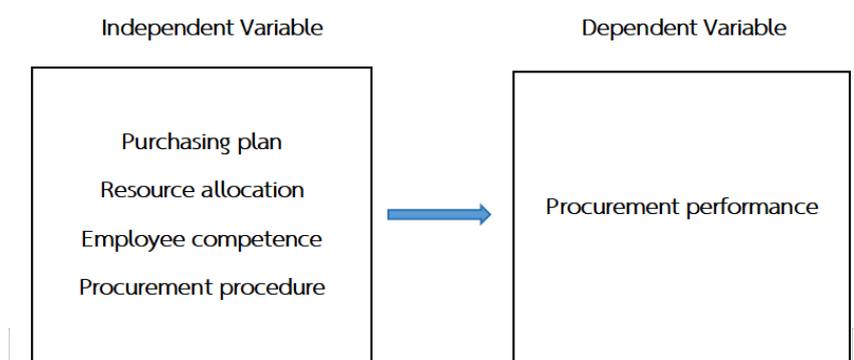
Procurement procedures and Procurement performance

Effective procurement processes are the foundation for strong procurement performance. Research by Montalban-Domingo et al. (2020) highlights the importance of integrating sustainability criteria into these processes. Similarly, studies like Wambua and Kagiri (2019) show that implementing practices like information technology (ICT), strategic partnerships, and risk management within the procurement process lead to better overall organizational performance. This link between process and performance is further emphasized by Jembe and Wandera (2019) who found a positive correlation between compliant procurement procedures and improved performance in Kenyan NGOs. Georgino et al. (2021) conducted a systematic literature review to identify elements and practices under the responsibility of the procurement process that can influence the financial performance of a company. Francis (2020) examined the influence of procurement process on the performance of public entities in Kenya, highlighting the role of specification writing, procurement plan, tender evaluation, and receiving procedure.

These approaches, which may involve tools like flowcharts and Six Sigma methodology, aim to identify and eliminate inefficiencies within the process, ultimately leading to better

procurement performance. By continually refining and optimizing procurement procedures, organizations can ensure they are acquiring the right goods and services at the right price, contributing to a sustainable competitive advantage.

From the literature review above, the author was able to synthesize it into a research concept as shown in the figure.



Methodology

Population and Sampling

The target population for this investigation comprised teachers and employee of Jiangxi Institute of Fashion Technology, totaling 1,229 individuals according to the Human Resource records of the institute. Utilizing the Taro-Yamane statistical method, the sample size was selected through a random sampling method as 293 participants to which questionnaires were distributed.

Research tools

To gather pertinent information from participants, a survey methodology was employed with a structured questionnaire. The questionnaire, comprising three sections, covered Demographic Information in part one. This part included questions related to Gender, age, education level, marital status, professional title, profession, department, years engaged in procurement work, each offering two to five alternative options. The subsequent sections elicited responses on purchasing plan (9 questions), resource allocation (7 questions), employee competence (8 questions) and procurement procedure (9 questions). Part three was procurement performance (10 questions). Part two and part three used a five-level Likert scale to measure the responses of each factor in the study. The five-point scale from 1 to 5, from low to high.

Research step

The author conducted a comprehensive examination of the research instruments through the following steps:

Initial Draft: The author sought feedback on the draft questionnaires from an advisor to ensure they adequately covered key dimensions like purchasing plan, resource allocation, employee competence, procurement procedures, and performance.

Revision: Based on the advisor's suggestions, the author revised the content of the draft questionnaires.

Expert Evaluation: To ensure content validity, the revised draft questionnaires were sent to three experts who assessed the Index of Congruence (IOC) between the content and the questionnaires. Only questions with an IOC score between 0.67 and 1.00, indicating good agreement with the content, were included in the final study (Leekitchwatana, 2022).

Expert Feedback: The author carefully reviewed the experts' feedback and implemented necessary changes to improve the content of the draft questionnaires.

Pilot Testing: To assess the reliability of the revised questionnaires, a pilot study was conducted with a non-study sample group of teachers. The questionnaires were then analyzed using Cronbach's alpha coefficient.

Reliability Testing

This research employed Cronbach's alpha to evaluate the reliability of the research instrument for each variable. Acceptable values for our sample size typically range from 0.7 to 0.8, indicating a sufficiently reliable scale (Nunally & Bernstein, 1994). As shown in Table 1, all alpha coefficients exceeded 0.7, ranging from 0.762 (employee competence) to 0.872. These results confirm the internal consistency and reliability of the questionnaire data, supporting its validity for measuring the variables of interest.

Data collection

All 293 distributed questionnaires were recovered and deemed valid, resulting in a 100% effective recovery rate.

Data Analysis

The author utilized a computer package to analyze the data as outlined below:

Part 1: Demographic Information Demographic factors such as gender, age, education level, marital status, professional title, profession, department, and years of experience in procurement were analyzed using frequency and percentage values. This approach provides a summary of the respondent pool's characteristics. Parts 2 and 3 focused on constructs like purchasing plan, resource allocation, employee competence, procurement procedures, and procurement performance. To analyze these sections, the author utilized mean and standard deviation values.

Means provide an average score for each construct, while standard deviations indicate the spread of scores around the mean. This approach helps assess the central tendency and variability within each construct (Leekitchwatana, 2022).

Statistics used in data analysis

An overview of the specific statistical methods used:

1. Descriptive Statistics: The research began by calculating descriptive statistics for the data collected through the questionnaire survey. This involved measures like mean, standard deviation, and frequency. These descriptive statistics provided insights into the characteristics of the sample (e.g., demographics) and the distribution of the variables.

2. Correlation Analysis: Next, the research conducted a correlation analysis to explore the relationships between the independent variables (potential influencing factors) and the dependent variable (the outcome). This analysis involved calculating correlation coefficients, which indicate the strength and direction of any relationships between these variables.

3. Multiple Linear Regression: Finally, this study was employed multiple linear regression to establish a model that predicts the dependent variable based on the independent variables. This analysis helps to understand the combined effect of all the independent variables on the dependent variable. To ensure the robustness of the model, research also examined Tolerance and Variance Inflation Factors (VIF) to detect multicollinearity, which can occur when independent variables are highly correlated with each other.

Results

The demographics of respondent groups

The proportion of male teachers answering the questionnaire is higher; The age group mainly ranges from 31 to 50. Education level has a bachelor's degree or a master's degree equivalent, doctor's degree or above less; Most of the teachers are married; There are more teachers in business management, followed by human resource management. The highest age group of students is between 18 and 20 years old. The proportion of time engaged in procurement for 1-3 years, 4-6 years, 7-10 years and more than 10 years is similar.

Descriptive analysis

Table 1 shows the mean and Standard Deviation of five variables: Purchasing Plan, Resource Allocation, Employee Competence, Procurement Procedures and Procurement Performance.

Variable	Mean	SD	Level of Agreement
Purchasing plan (PurchPla)	3.57	1.08	Agree
Resource allocation (ResoureAl)	3.28	1.13	Neutral
Employee competence (EmploComp)	3.72	1.03	Agree
Procurement procedure (ProcuPro)	3.66	1.07	Agree
Procurement performance (ProcuPerf)	3.41	1.02	Neutral

Table 1 presents the mean and standard deviation (SD) of five key variables related to procurement processes: Purchasing Plan, Resource Allocation, Employee Competence, Procurement Procedures, and Procurement Performance. The mean values range from 3.28 to 3.72, indicating varying levels of agreement or neutrality across these variables. Specifically, Purchasing Plan, Employee Competence, and Procurement Procedure show agreement, with mean values of 3.57, 3.72, and 3.66, respectively, while Resource Allocation and Procurement Performance are rated as neutral with mean values of 3.28 and 3.41, respectively. The standard deviations (SD) range from 1.02 to 1.13, suggesting differing degrees of variability in responses across these variables. Overall, this table provides insight into the perceived effectiveness and consensus regarding various aspects of procurement within the surveyed population.

Correlation analysis

Table 2 Correlation Analysis

		PurchPLS	ResourceALS	EmploCompS	ProcuProS	ProcuPerfS
PurchPLS	Pearson Correlation	1	.115*	.163**	.124*	.251**
	Sig. (2-tailed)		.002	.001	.013	.000
	N	293	293	293	293	2930
ResourceALS	Pearson Correlation	.115*	1	.173**	.121*	.296**
	Sig. (2-tailed)	.002		.000	.015	.000
	N	293	293	293	293	293

		PurchPLS	ResourceALS	EmploCompS	ProcuProS	ProcuPerfS
EmploCompS	Pearson Correlation	.163**	.173**	1	.246**	.310**
	Sig. (2-tailed)	.001	.000		.000	.000
	N	293	293	293	293	293
ProcuProS	Pearson Correlation	.124*	.121*	.246**	1	.358**
	Sig. (2-tailed)	.013	.015	.000		.000
	N	293	293	293	293	293
ProcuPerfS	Pearson Correlation	.251**	.296**	.310**	.358**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	293	293	293	293	293

Table 2 presents the correlation analysis among Purchasing Plan, Resource Allocation, Employee Competence, Procurement Procedures and Procurement Performance. The Pearson correlation coefficients indicate a positive and statistically significant relationship between Purchasing Plan and Resource Allocation ($r = 0.115$), Purchasing Plan and Employee Competence ($r=0.163$), Purchasing Plan and Procurement Procedures ($r= 0.124$), Purchasing Plan and Procurement Performance ($r = 0.251$), Resource Allocation and Employee Competence ($r = 0.173$), Resource Allocation and Procurement Procedures ($r=0.121$), Resource Allocation and Procurement Performance ($r=0.296$), Employee Competence and Procurement Procedures ($r= 0.246$), Employee Competence and Procurement Performance ($r = 0.310$), and Procurement Procedures and Procurement Performance ($r = 0.358$). All correlations have a p-value less than 0.05, suggesting a strong and significant association. The sample size for each correlation is 293.

Overall, significant positive correlations exist between all pairs of variables. Notably, Procurement Performance (ProcuPerfS) shows the strongest correlations with other variables, particularly with Employee Competence (EmploCompS) and Procurement Process (ProcuProS), suggesting their interrelatedness. These findings imply that improvements in one aspect of procurement tend to coincide with enhancements in other related areas, highlighting the interconnected nature of procurement processes and performance.

Regression analysis

Table 3 Coefficients

Coefficients^a

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients	Std. Error	Coefficients			Statistics	Toleran
		B		Beta			ce	
1	(Constant)	1.182	.276		4.288	.000		
	PurchPl	.143	.049	.156	2.939	.004	.981	1.019
	ResourceAl	.131	.041	.170	3.194	.002	.981	1.020
	EmploComp	.153	.043	.196	3.536	.000	.901	1.110
	ProcuPro	.256	.046	.237	4.337	.000	.929	1.076

$R^2 = .200$ Adjust $R^2 = .189$ $F = 17.966$ Sig. = .000

a. Dependent Variable: ProcuPerf

This regression table 3 provides information about a statistical model, likely used to analyze the relationship between one dependent variable and three independent variables (Purchasing Plan, Resource Allocation, Employee Competence, Procurement Procedures, and Procurement Performance. Breakdown of the key information:

Constant: The intercept of the regression equation. In this case, the constant has an unstandardized coefficient of 1.182 and a standardized coefficient of 0.276.

Purchasing Plan, Resource Allocation, Employee Competence and Procurement Procedures: These are the predictor variables. Each variable has unstandardized coefficients (B) of 0.143, 0.131, 0.153 and 0.256, respectively. Standardized coefficients (Beta) are 0.156, 0.170, 0.196 and 0.375, indicating the standardized impact of each variable on the dependent variable.

T-values: These values (2.939, 3.194, 3.536 and 4.337) indicate the number of standard errors the coefficients are away from zero, Higher absolute t-values suggest more significant relationships.

Sig. (Significance): The p-values associated with each predictor variable. In this case, all four variables (Purchasing Plan, Resource Allocation, Employee Competence and Procurement Procedures) have p-values less than 0.05 (0.004, 0.002, 0.000, 0.000), suggesting that they are statistically significant predictors.

Collinearity Statistics: Tolerance and VIF (Variance Inflation Factor) are measures of multicollinearity, the extent to which independent variables are correlated. Generally, a tolerance below 0.2 or a VIF above 5 may indicate a collinearity problem. In this case, the tolerance values are 0.981,0.981,0.901 and 0.929, and the VIF values are 1.019, 1.020,1.110 and 1.076 for Purchasing Plan, Resource Allocation, Employee Competence and Procurement Procedures , respectively. These values seem within acceptable ranges.

Model Fit: The R^2 value of 0.200 indicates the proportion of variance in the dependent variable explained by the model. Adjusted R^2 considers the number of predictors and sample size, yielding a value of 0.189. The F-value (17.966) and its associated p-value (<0.000) suggest that the overall model is statistically significant.

Based on the results of the above coefficients, this study explores the relationship between the dependent variable " Purchasing plan, Resource allocation, Employee competence, procurement procedures" and the independent variable "procurement performance "

In summary, the regression model suggests that Purchasing Plan, Resource Allocation, Employee Competence and Procurement Procedures are statistically significant predictors of the dependent variable. The model as a whole is also statistically significant in explaining the variance in the dependent variable. The collinearity statistics indicate no severe multicollinearity issues.

it can be seen that Purchasing Plan, Resource Allocation, Employee Competence and Procurement Procedures were used as independent variables and Employee Competence were used as dependent variable in linear regression analysis. From the table below, it can be seen that the model formula is:

The regression formula based on the provided table would be:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

y =procurement performance

a = constant

b = coefficient

X1 =Purchasing plan

X2 =Resource allocation

X3= Employee competence

X4=procurement procedures

$$Y = 1.081 + 0.143*X_1 + 0.131*X_2 + 0.153*X_3 + 0.200*X_4$$

Discussion

The discussion part will be clarified to match the goals of this study.

The first objective: To clarify the level of procurement performance

The primary goal is to elucidate the level of procurement performance. The findings indicate that statements regarding procurement performance exhibit a moderate or neutral level of consistency, with an average score of 3.41. The standard deviation underscores the variability surrounding these averages, suggesting the perceived impact of procurement performance on school management by the majority of respondents.

This finding aligns with the theoretical framework proposed by Aremu et al. (2020), drawing from the perspectives of the resource-based view, contingency theory, and innovation diffusion. Similarly, research by AlMuhayfith and Shaiti (2020) delves into the effects of enterprise resource planning system adoption on firm performance among medium-sized firms.

The second objective: To clarify the level of procurement planning, resource allocation, employee competence and procurement procedures.

The findings revealed a level of consistency in statements pertaining to procurement planning, resource allocation, employee competence, and procurement procedures, with average scores of 3.57, 3.28, 3.72, and 3.66, respectively. Variations in political systems between China and foreign nations lead to disparities in procurement performance management, encompassing differences in procurement plan formulation, distinct procurement business processes, and diverse expectations regarding the quality and expertise of procurement personnel.

The standard deviation underscores the dispersion around these averages, suggesting a general consensus among respondents regarding the influence on procurement performance. This concurs with Bag et al (2020) assertion that procurement planning within supply chain management positively impacts procurement performance, Denis (2019) observation regarding the impact of resource allocation on procurement performance, and Liu et al (2019) emphasis on the significance of enhancing the educational level and training of procurement personnel to enhance procurement performance.

The third objective: To study the influencing factors of procurement performance: Purchasing plan, resource allocation, Employee competence and procurement procedure.

Through an examination of college procurement performance, the regression model underscores that procurement plan, resource allocation, employee capability, and procurement procedures are statistically significant predictors of procurement performance. This finding aligns

with Marunda's study of AUWSA (2020), which highlights the impact of overall resource allocation, appropriate human and financial resource allocation, suitable procurement planning, and IT allocation on procurement performance. Moreover, Mwakodi and Wandera's research (2019) demonstrates that procurement plan, procurement information system, procurement personnel capability, and supplier reliability positively influence county government procurement performance. Collectively, these studies underscore the critical role of procurement performance management in cost control, quality assurance, risk management, and overall enterprise competitiveness.

Conclusions

This study deeply discusses the influence of procurement plan, resource allocation, employee competence and procurement procedure on procurement performance. Through detailed data analysis, we came to the following conclusions:

First of all, procurement planning has a significant impact on procurement performance. It can help organizations optimize procurement process, standardize procurement behavior, control procurement budget, improve supply chain management and support organizational development.

Secondly, the impact of resource allocation on procurement performance cannot be ignored. Resource allocation has an important impact on the performance of enterprises. Reasonable resource allocation can improve the competitiveness and profitability of enterprises and promote the innovation and development of enterprises.

Thirdly, employee competence directly affects the efficiency of procurement performance. Excellent procurement personnel can help enterprises reduce procurement costs, improve procurement efficiency, and ensure the stability of the supply chain.

Finally, procurement procedure has a positive effect on procurement performance. Optimizing the procurement process plays a crucial role in improving the procurement performance of enterprises. It affects not only cost control and efficiency, but also risk management, compliance and supplier performance. In a globalized and increasingly competitive business environment, companies must continuously optimize their procurement processes in order to remain competitive and market position.

Suggestions

Develop a Comprehensive Procurement Plan: Invest in creating a well-defined procurement plan that outlines optimized processes, standardized procedures, and budget controls. This plan should also integrate with supply chain management strategies and support overall organizational goals.

Implement Strategic Resource Allocation: Conduct a thorough analysis of resource needs within the procurement department. Allocate resources strategically to maximize cost-competitiveness, profitability, and foster innovation in procurement practices.

Invest in Employee Training and Development: Prioritize the development of a highly competent procurement workforce. Implement training programs to equip personnel with the skills and knowledge necessary to minimize costs, improve efficiency, and ensure supply chain stability.

Optimize Procurement Procedures: Regularly review and streamline procurement procedures. Focus on optimizing processes for cost control, efficiency, risk management, compliance, and maximizing supplier performance. Leverage technology solutions where applicable to automate tasks and enhance transparency.

Continuous Improvement: Establish a culture of continuous improvement within the procurement department. Regularly monitor performance metrics, identify areas for improvement, and implement ongoing process optimizations to maintain a competitive edge. By implementing these recommendations and focusing on these four key areas, university can achieve significant improvements in their procurement performance, leading to cost savings, increased efficiency, and a more robust and resilient supply chain.

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