

## **Content**

<b>List of figures .....</b>	<b>XI</b>
<b>List of tables .....</b>	<b>XIII</b>
<b>List of abbreviations.....</b>	<b>XV</b>
<b>1 Problem situation and research approach .....</b>	<b>1</b>
1.1 The role of strategic suppliers in generating competitive advantages.....	2
1.2 Research objectives and thesis structure .....	7
<b>2 A theory-based perspective on the value of purchasing and supply management and its supply base for the generation of competitive advantages.....</b>	<b>18</b>
2.1 Clarification of terms and their definitions .....	18
2.1.1 Purchasing and supply management (PSM).....	19
2.1.2 Strategic value of suppliers .....	24
2.1.3 Capabilities, resources and core competencies .....	27
2.2 A theory-based understanding of PSM's role in generating competitive advantages .....	29
2.2.1 Strategy theory .....	30
2.2.2 New institutional economics .....	44
2.2.3 The systems theory-based new St. Gallen management model as a framework for PSM .....	50
2.3 PSM's integration into strategic management.....	54
2.3.1 PSM's former and new role in companies' strategic management process .....	57
2.3.2 Supplier selection as part of PSM strategy.....	60
2.3.3 Capabilities connecting supply and customer markets.....	70
2.4 Interim results: Purchasing and supply management as a valuable contributor to the generation of competitive advantages .....	72
<b>3 Strategy-based supplier selection .....</b>	<b>75</b>
3.1 Corporate level and functional level strategies' influence on the selection of strategic suppliers .....	81
3.1.1 Competitive and product-/market strategies' influence on the selection of strategic suppliers.....	81
3.1.2 Supply chain strategies' influence on the selection of strategic suppliers .....	89
3.1.3 Functional strategies' influence on the selection of strategic suppliers .....	96
3.2 A strategy-based supplier selection framework .....	102

3.2.1 Organizational aspects of strategy-based supplier selection .....	102
3.2.2 Process aspects of strategy-based supplier selection.....	106
3.2.3 Content aspects of strategy-based supplier selection .....	113
<b>3.3 Conceptual framework for a strategy-based supplier selection.....</b>	<b>127</b>
3.3.1 Hypotheses model for a strategy-based supplier selection.....	128
3.3.2 Strategy and performance constructs .....	138
3.3.3 Supplier selection criteria constructs.....	145
<b>3.4 Interim results: A research model for strategy-based selection of suppliers.....</b>	<b>159</b>
<b>4 Research methodology, data analysis and empirical results .....</b>	<b>161</b>
4.1 Research methodology .....	161
4.1.1 Research concept and study design .....	161
4.1.2 Questionnaire design and data collection process .....	165
4.1.3 Descriptive analysis.....	168
4.2 Measurement model results.....	171
4.2.1 Determination of formative and reflective measurement models .....	172
4.2.2 Reflective measurement model results.....	175
4.2.3 Formative measurement model results.....	179
4.3 Structural model results.....	184
4.3.1 Analysis of path coefficients and variance explained .....	185
4.3.2 Analysis of predictive relevance and effect sizes.....	190
4.3.3 Analysis of study results.....	193
4.4 Interim results: Detailed insights into the relationships between strategic priorities, supplier selection criteria, PSM performance levers and company performance .....	196
<b>5 Summary .....</b>	<b>199</b>
<b>Appendix: Cross-loading table.....</b>	<b>207</b>
<b>References .....</b>	<b>209</b>