

---

## Editorial

---

### Paul Hong\*

Information Operations and Technology Management,  
College of Business and Innovation,  
University of Toledo,  
Toledo, Ohio 43606, USA  
Fax: 419-530-2290  
E-mail: Paul.Hong@Utoledo.Edu  
\*Corresponding author

### Angel Diaz

Department of Operations,  
IE Business School,  
M<sup>a</sup> Molina 12 bajo, Madrid 2006, Spain  
E-mail: angel.diaz@ie.edu

### Qingyu Zhang

College of Business,  
Arkansas State University,  
P.O. Box 59, AR 72467, USA  
E-mail: q.yu.zhang@gmail.com

**Biographical notes:** Paul Hong is a Professor of Information Operations and Technology Management at the University of Toledo, USA. He holds a PhD in Manufacturing Management and Engineering from the University of Toledo. He also holds an MBA and an MA in Economics from Bowling Green State University, USA and a BA from Yonsei University in Seoul, Korea. His articles have been published in journals including *Journal of Operations Management*, *International Journal of Operations and Production Management*, *Journal of Supply Chain Management*, *International Journal of Production Research*, *International Journal of Production Economics*, *Management Decision*, *Journal of Business Research*, *Benchmarking: An International Journal*, *International Journal of Technology Management*, and *European Journal of Innovation Management*. His research interests are in technology management, operational strategy and global supply chain management. He is one of founding member and international coordinator of Annual Symposium and Workshop in Global Supply Chains and USA Coordinator of International Manufacturing Strategy Survey (IMSS).

Angel Diaz is a Professor of Operations and Supply Chain Management and the Director of the PhD programme at IE Business School, Madrid. He received his PhD from the University of Maryland as a Fulbright Scholar, and MSc from Cranfield University. His articles have been published in journals including *European Journal of Operations Research*, *International Journal of Logistics Research and Applications*, *International Journal of Simulation and Process Modelling*, *International Journal of Operations and Quantitative Management*,

*International Journal of Logistics and Systems Management, Supply Chain Forum: An International Journal, and International Journal of Business Excellence*, among others. His research interests are in logistics competitiveness, MRO logistics, ERP implementation strategies and healthcare processes improvement.

Qingyu Zhang is on faculty of College of Business at Arkansas State University, USA. He holds a PhD in Manufacturing Management and Engineering from the University of Toledo. He is a certified CFPIM, MCSD, MCSE, and MCDBA. His articles have been published in journals including *Journal of Operations Management, European Journal of Operational Research, International Journal of Production Research, International Journal of Production Economics, International Journal of Operations and Production Management, International Journal of Logistics Management*, and elsewhere. His research interests are interdisciplinary research on supply chain management, operations management, information systems, and data mining.

---

Increasingly, during the last couple of years, firms around the world are experiencing the impacts of economic crisis on a massive scale. These global economic conditions have resulted in recession, downsizing, loss of jobs and created greater challenges for global supply chains. The theme of the 4th International Supply Chain Management: Symposium and Workshop in Madrid, Spain, 22–24 September 2010 (SCMMadrid, available at <http://symposiumscm2010.ie.edu/>) addressed these challenges as well as opportunities for improving supply chain performance in these turbulent times.

Thus, the articles in this special issue of the *International Journal of Procurement Management* address emerging procurement practices in turbulent times including procurement leadership in supply chains, strategic procurement for global networks, effective procurement cost management in the supply chains, coordination of functional strategies for strategic procurement effectiveness, research issues of procurement practices, socio-political issues in procurement management, technological challenges in global procurement, role of governments in global procurement, and procurement for implementation of green supply chains. In addition to the papers initially presented in Madrid, Spain, several other papers were submitted after the conference. Thus, for this special issue, all these papers have been subjected to multiple and rigorous reviews at all levels of submission (conference and journal). Over 40 professors participated in the review process and deserve special recognition for their service and their dedication to quality. The end result is a special issue of exceptional quality.

Tomino et al. conduct an analysis of strategic procurement of Japanese manufacturers. They examine the issue from the integration of customer requirements into manufacturing processes by effective insourcing and outsourcing practices. Specifically, this study looks at strategic procurement practices via the build-to-order systems in Nissan, Toyota and Honda companies. They compare Nissan Production Way (NPW) with BTO of Toyota and Honda Motor Company. To achieve short turnover time, strategic procurement requires long-term manufacturing process planning based on responsive customer information systems and supplier integration. Theoretical and managerial implications are also discussed.

Whitelock discusses the alignment between green supply chain management strategy and business strategy. Using Simpson and Samson's typology of green supply chain management strategy and Miles and Snow's typology of business strategy through, this

paper develops a conceptual framework for the alignment between these two concepts. It also identifies four green supply chain management strategies of risk-based, efficiency-based, innovation-based, and closed-loop that theoretically aligns with Miles and Snow's four strategic business types of reactors, defenders, analysers and prospectors. It also explores the impact of green supply chain management – business strategic alignments on business performance.

Hong and Kwon review emerging issues of procurement management. In today's dynamic environment, the focus of the procurement has been extended from short term cost minimisation to long term value creation and delivery. In this paper, they examine the procurement literature and present a framework for evolving patterns of firms' strategic procurement practices. The review shows that the procurement has evolved from specialised functional orientation to more integrative and strategic approaches. This article provides summaries of the procurement literature in terms of its key dimensions and emerging patterns.

Park et al. examines the global expansion and supply chain integration issues using case studies of Korean firms. As global firms expand their business into emerging markets, supply chain integration has been crucial interests in recent years. This study examines global expansion and supply chain integration of Korean firms through the case studies of LG Electronics, LG Display and Hyundai-Kia Motor Company. The characteristics of the global production system of LG Electronics and Hyundai-Kia Motor Company can be summarised into two aspects – the implementation of the global standard production system (GSPS) and expansion of global businesses through cluster-based supply chain integration (CBSCI).

Kang et al. examine effective organisational control for sourcing risk from the perspective of small companies in China. This paper looks at sourcing risk management issues faced by foreign invested small companies (FISCs) that operate in China. Using a case study approach, this paper investigates the relationship between perceived sourcing risk and organisational control. They show that foreign invested small companies operating in China exercise different types of organisational control to mitigate different sourcing risks.

Esqueda discusses a teaching case of developing a global logistic hub in multiparty collaboration and negotiation. This pedagogical case simulates a multiparty negotiation based on a port city in Europe where the mayor of the city proposes a 20-year infrastructure investment plan to convert the city into global logistic hub. The case is useful for practitioners in supply chain, operation managers, procurement officers, MBA students and participants in management development programs who need to acquire skills and strategies to reach the wide support for logistic infrastructure projects. The details of the investment plan are also presented in the case as well as the main reasons why each stakeholder is either opposed to or in favour of the plan.

Pearcy and Dobrzykowski conduct a service-dominant logic analysis of fair trade procurement management. They explore the use of fair trade procurement management (FTPM), grounded in service-dominant logic (SDL), as an approach to achieving sustainability. They propose a framework that models a number of key antecedents and consequences of FTPM, specifically examining the role of public policy, stakeholder pressure, and corporate social responsibility in retailers' procurement of FT products as well as the role of awareness and availability of FT products in the purchasing behaviours of end-consumers. The framework includes ten propositions related to FT in the procurement field.

We would like to thank the members of the 4th International Symposium and Workshop in Global Supply Chains, hosted by IE Business School, Spain, for making the conference an overwhelming success. Special thanks to Dr. Luis Solis and Dr. Angel Diaz for working on multiple tasks. In addition, the 20 members of the international scientific committee are thanked for their assistance in promoting the conference and for reviewing the submissions. Finally, no conference can succeed without the participation of the researchers and participants. Your willingness to support the conference and to spend some time with colleagues from around the world in the beautiful city of Madrid is appreciated.

We conclude by thanking Dr. Angappa Gunasekaran, Editor-in-Chief of *International Journal of Procurement Management* and Mrs. Barbara Curran of Inderscience Publishers for making this special issue possible. Your continued support of *IJPM* is appreciated.