

Dissertation release**7.8.2017**

Delivering short term results while thinking of long term performance in Procurement

Title of the dissertation	Organizing Corporate Procurement for Performance: Strategy, Organization, and Ambidexterity
Contents of the dissertation	<p>In large corporations, Procurement has become a strategic function and its contribution to firm profitability is no longer disputed. Yet, in many corporations procurement continues to focus on short term delivery and ultimately on operational tasks.</p> <p>The dissertation by Maria Anna Zangrillo Gallinaro examines the factors that enable Procurement to lay down the basis for long term sustainable performance, while continuing to deliver the often requested short term performance.</p> <p>Drawing upon an empirical study of 118 Swiss and Finnish large industrial corporations, the findings suggest that when Procurement is centralized, deeply integrated into strategic processes, and when the procurement organization is characterized by an organizational context that emphasizes performance management, trust and support, it can simultaneously deliver short term performance while driving long term goals.</p> <p>Focusing on the long term and the short term is important for sustainable performance. Pursuing these goals simultaneously enhances financial results, supports innovation and facilitates operational performance of procurement.</p> <p>The results have important practical implications for the design and management of procurement organizations. The dissertation also provides important theoretical insights to the procurement literature and literature on ambidexterity in organization theory.</p>
Field of the dissertation	Industrial Engineering and Management, Purchasing and Supply Chain Management
Doctoral candidate	Maria Anna Zangrillo Gallinaro, Master of Laws
Time of the defence	18.8.2017 at 12 noon
Place of the defence	Aalto University School of Science, lecture hall AS2, Maarintie 8, Espoo
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