

Journal Articles

1. Johnson, P.F., M.R. Leenders and H.E. Fearon, "Supply's Growing Status and Influence: A Sixteen Year Perspective," *The Journal of Supply Chain Management*, forthcoming.

The recent completion of a major survey of large North American supply organizations in 2003 permits a longitudinal perspective on supply roles and responsibilities over a 16 year period. The latest survey complements two earlier studies in 1987 and 1995. All three surveys counted at least 280 responding large North American supply organizations, thereby providing a valuable opportunity to examine trends and changes over time. Major areas of investigation for respondents in both the manufacturing and services sectors include supply organizational structure, supply chain responsibilities, and chief purchasing officer (CPO) reporting line, title and background. This research provides solid evidence that in both manufacturing and services, today's CPOs have greater responsibilities, report higher in the organization and carry more significant titles than their predecessors. The conclusion is that, at least in large North American companies, supply has grown substantially in corporate status and influence since 1987, a particularly welcome discovery.

2. Johnson, P.F. and M.R. Leenders, "Implementing Organizational Change in Supply Towards Decentralization," *Journal of Purchasing and Supply Management*, 2004, vol. 10, no. 4-5, p. 191-200.

This paper presents the findings from research in large companies investigating implementation issues faced by chief purchasing officers as their supply organization changed to greater decentralization. Once the decision was made to decentralize, responsibility for implementation was given to the chief purchasing officer (CPO). Firms changing their supply organization to a more decentralized structure faced a number of implementation issues, including the business unit concerns, role of the chief purchasing officer, top management involvement, changes to existing purchasing staff and the involvement of consultants. In the nine changes studied across seven companies, the decentralization process also required the CPO to address a number of simultaneous activities, including cost reduction objectives and implementation of information technology systems. A surprising "purchasing paradox" was also uncovered as top management still expected decentralized supply units to provide additional savings.

3. Johnson, P.F., M.R. Leenders, and C.P. McCue, "A Comparison of Purchasing's Organizational Roles and Responsibilities in the Public and Private Sector," *The Journal of Public Procurement*, 2003, vol. 3, no. 1, p. 57-74.

This research focuses on a comparison of public and private sector supply organizations in terms of organizational structure, supply chain responsibilities, the chief purchasing officer (CPO) and reporting line, teaming and involvement in major organizational activities. A unique opportunity to identify similarities and differences was presented in 2000 when the National Institute of Governmental Purchasing Research (NIGP) and Florida Atlantic University replicated in the

public sector a study that the Center for Advanced Purchasing Studies (CAPS) conducted in the private sector in 1995. Significant differences and similarities are identified and are discussed in this paper.

4. Johnson, P.F. and M.R. Leenders, "Gaining and Losing Pieces of the Supply Chain," *The Journal of Supply Chain Management*, 2003, vol. 39, no. 1, p. 27-39.

This research focused on changes in supply chain responsibilities. The primary research question was: What are the reasons (drivers) for major changes in supply chain responsibilities? Over 200 such changes, comprising 158 additions and 44 deletions, were documented in the research. The findings are based on ten case studies in large multi-business unit companies, seven headquartered in the United States and three in Europe, representing a variety of industries. Findings indicated three drivers of change for supply chain responsibilities. The chief purchasing officer and his or her staff members had a great deal of influence, particularly in additions to category 1 (acquisition of specific organizational needs) and category 2 (activities within the total supply chain).

5. Johnson, P.F., R.D. Klassen, M.R. Leenders and H.E. Fearon, "Determinants of Purchasing Team Usage in the Supply Chain," *Journal of Operations Management*, 2002, vol. 20, no. 1, p. 77-89.

Increased attention on supply chain management has highlighted the pivotal role that supply chain management and purchasing teams can play in the overall competitiveness of many firms. This paper presents findings from an exploratory study that analyzes the impact of purchasing's strategic role, industry context and purchasing organizational structure, on the use of various forms of purchasing teams. Using survey data from a broad sample of industries, we found that team usage was a two dimensional construct: internal teams and councils, and customer teams. In addition, purchasing's strategic role comprised two factors: product and technology planning, and external systems planning. After controlling for firm size, purchasing's strategic role was positively related to the greater use of internal teams and councils, but not customer teams. Industry context also played a role in the usage of teams, with internal teams and councils more extensively used by the firms that manufactured discrete goods. Meanwhile, firms in the service sector favored the use of customer teams. Finally, both industry context and purchasing's organizational structure were related to the strategic role assumed by purchasing, with a decentralized structure tending to reduce that strategic role.

6. Johnson, P.F. and M.R. Leenders, "The Supply Organizational Structure Dilemma," *The Journal of Supply Chain Management*, 2001, vol. 37, no. 3, p. 2-11.

This paper presents the findings of research into how and why large, multi-unit firms make major changes to the organizational structure of the supply function. The research used case-based methodology to investigate ten large companies that had recently made a major supply structure change. A total of 15 major supply organizational changes were studied at the ten sites. The

research found that these major changes were a result of changes in the overall corporate structure, challenging the conventional view found in standard purchasing texts that supply executives have flexibility in matters of organizational design. The research identified that a common driver for corporate organizational change in each of the sites studied involved an attempt by the company to improve its cost structure. CFOs, business unit managers, consultants and CPOs were all identified as having involvement in the supply organizational structure change process at some sites. A principal challenge for CPOs is to understand how to provide supply improvement opportunities under any organizational structure.

Conference Proceedings

7. Johnson, P.F. and M.R. Leenders, "Large Supply Organizations in North America: A Sixteen Year Perspective on Roles and Responsibilities," *14th Annual IPSERA Conference Proceedings*, Archamps France, March 2005, p. 121-136. (Best Paper Award)

The recent completion of a major survey of large North American supply organizations in 2003 permits a longitudinal perspective on supply roles and responsibilities over a 16 year period. The latest survey complements two earlier studies in 1987 and 1995. All three surveys counted at least 280 responding large North American supply organizations, thereby providing a valuable opportunity to examine trends and changes over time. Major areas of investigation for both manufacturing and services include supply organizational structure, supply chain responsibilities, and CPO reporting line, title and background. Findings provide important implications for supply executives and opportunities for future research are also identified.

8. Johnson, P.F., R.D. Klassen, M.R. Leenders and A. Awaysheh, "The Influence of Organizational Factors and Industry Context on E-Business Technology Use in the Supply Chain," *The 16th Annual North American Research Symposium on Purchasing and Supply Management Conference Proceedings*, Tempe Arizona, March 2005, p. 261-280.

This paper presents findings from an exploratory study that analyzes the drivers of e-business technology use. Using survey data from a broad sample of industries, we found that e-business technology use is a three dimensional construct: dyadic coordination, price determination and private exchange. Significant differences were found between the three dimensions in terms of their overall levels of adoption, with dyadic coordination being the most widely adopted. The four drivers of e-business technology use under investigation were purchasing organizational structure, use of purchasing teams, industry context and firm size. Findings indicated that purchasing's organizational structure and firm size were both related to price determination and dyadic coordination, but not private exchange use. All three forms of e-business technology increased as internal teams and councils usage increased, while customer teams influenced the use of price determination and private exchange usage. Industry context also played a role in the usage of e-business technologies, with differences observed between low-capital intensive services and resource-based industries for all three forms of e-business technology use.

9. Johnson, P.F. and M.R. Leenders, "Implementing Organizational Change in Supply Towards Decentralization," *13th Annual IPSERA Conference Proceedings*, Catania Italy, April 2004, p. C-171-180.

This paper presents the findings from research in large companies investigating implementation issues faced by chief purchasing officers as their supply organization changed to greater decentralization. Once the decision was made to decentralize, responsibility for implementation was given to the chief purchasing officer (CPO). Firms changing their supply organization to a more decentralized structure faced a number of implementation issues, including the business unit concerns, role of the chief purchasing officer, top management involvement, changes to existing purchasing staff and the involvement of consultants. In the nine changes studied across seven companies, the decentralization process also required the CPO to address a number of simultaneous activities, including cost reduction objectives and implementation of information technology systems.

10. Johnson, P.F. and M.R. Leenders, "The Reluctant CPO: Making Decisions to Remove Supply Chain Responsibilities," *The 15th Annual North American Research Symposium on Purchasing and Supply Management Conference Proceedings*, Tempe Arizona, March 2004, p. 181-194.

Using case-based methodology, this research examines how and why supply chain responsibilities are removed from the purchasing/supply functions at large organizations. Several important findings are identified. First, the research found that the chief purchasing officer (CPO) seldom advocated removal of supply chain responsibilities from the purchasing/supply function. The person to whom the CPO reported originated such changes in 75 percent of the 44 changes studied. Second, outsourcing of supply chain responsibilities accounted for the majority of the supply responsibility deletions originated by the CPO. Third, CPO originated supply chain responsibility deletions focused on cost reductions and streamlining, mainly through outsourcing. Fourth, while deletions in supply chain were most likely to occur during periods of organizational decentralization, there were several examples of deletions in supply chain responsibilities during periods of organizational centralization and stable organizational structures. Findings from the research have important implications for academics interested in organizational issues and change management. Significant implications are identified for practitioners involved with implementing organizational change within their companies.

11. Johnson, P.F. and M.R. Leenders, "Supply's Role in a Major Corporate Turnaround: Lessons from Thomson Multimedia," *12th Annual IPSERA Conference Proceedings*, Budapest Hungary, April 2003, p. 137-151.

Using data from a single unique case study, Thomson Multimedia, this research identifies opportunities to use the supply function and suppliers in major corporate turnarounds at large companies. In doing so, the research makes two contributions to the supply chain management literature. First, it describes the role that the supply function can play as part of a major corporate turnaround. Second, it identifies the implementation challenges of creating supply and supplier

opportunities in a turnaround.

12. Johnson, P.F. and M.R. Leenders, "Visionaries at the Top: Championing the Supply Cause," *The 14th Annual North American Research Symposium on Purchasing and Supply Management Conference Proceedings*, Tempe Arizona, March 2003, p. 152-167.

This research illustrates how five key senior executives in large organizations worked with their chief purchasing officer (CPO) to create an effective role for the supply function in their organization. It describes the common circumstances and the factors that contributed to the successful of the transformation of the supply function. The research makes two contributions. First, it provides empirical evidence of the existence of senior executives who do not have a supply background themselves, who nevertheless understand the opportunities to use the supply function and suppliers to contribute effectively to corporate goals and strategies. Second, the research describes how these senior executives and their CPOs worked together to translate their ambitious supply plans into concrete and rapid results.

13. Johnson, P.F. and M.R. Leenders, "Drivers of Major Changes in Supply Chain Responsibilities," *The 13th Annual North American Research Symposium on Purchasing and Supply Management Conference Proceedings*, Dallas Texas, March 2002, p. 169-193. (Best Paper Award)

This research focused on changes in supply chain responsibilities. The primary research question was: What are the reasons (drivers) for major changes in supply chain responsibilities? Over 200 such changes, comprising 158 additions and 44 deletions, were documented in the research. The findings are based on ten case studies in large multi-business unit companies, seven headquartered in the United States and three in Europe, representing a variety of industries. Findings indicated three drivers of change for supply chain responsibilities. The chief purchasing officer and his or her staff members had a great deal of influence, particularly in additions to category 1 (acquisition of specific organizational needs) and category 2 (activities within the total supply chain).

14. Johnson, P.F., M.R. Leenders and C.P. McCue, "A Comparison of Public and Private Sector Supply Organizational Structures and Corporate Activities," *IPSERA Conference Proceedings*, University of Twente, The Netherlands, March 2002, p. 355-364.

This research focuses on a comparison of public and private sector supply organizations in terms of organizational structure, supply chain responsibilities, the CPO and reporting line, teaming and involvement in major corporate activities. A unique opportunity to identify similarities and differences was presented in 2000 when the National Institute of Governmental Purchasing Research (NIGP) and Florida Atlantic University replicated in the public sector a study that CAPS conducted in the private sector in 1995. Significant differences and similarities have been identified and are discussed in this paper.

15. Johnson, P.F. and M.R. Leenders, "Implementing Organizational Change in Supply Towards Centralization," *IPSERA Conference Proceedings*, Jönköping, Sweden, April 2001, p. 509-519.

This paper presents the findings from research in large companies investigating implementation issues faced by chief purchasing officers as they changed their supply organization to greater centralization. Once the decision was made to increase the level of organizational centralization, responsibility for implementation was given to the chief purchasing officer (CPO). Firms changing their supply organization to a more centralized structure faced a number of implementation issues, including the business unit concerns, role of the chief purchasing officer, top management involvement, changes to existing purchasing staff, involvement of consultants and the role of the CPO's senior staff. The centralization process also required the CPO to address a number of simultaneous activities, including cost reduction objectives and implementation of information technology systems.