

Christian Baier

# **The Alignment Performance Link in Purchasing and Supply Management**

Performance Implications of Fit between  
Business Strategy, Purchasing Strategy,  
and Purchasing Practices

With a foreword by Prof. Dr. Christopher Jahns

**GABLER EDITION WISSENSCHAFT**

---

**Table of 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 Problem definition and research gap	2
1.2 Research objectives	8
1.3 Structure of thesis	11
<b>2 A theoretical perspective on the contribution of PSM to the generation of competitive advantage</b>	<b>13</b>
2.1 Clarification of terms and their definitions	13
2.1.1 Purchasing and supply management (PSM)	13
2.1.2 Competitive advantage	15
2.1.3 The concept of fit	18
2.2 A theory-based understanding of PSM's role in generating competitive advantage	20
2.2.1 Market-based view	20
2.2.2 Resource-based view	24
2.2.3 Principal-agent theory	28
2.2.4 Contingency theory	32
2.3 Levers and prerequisites for PSM's contribution to competitive advantage in practice	34
2.3.1 PSM's value-creation levers	34
2.3.2 PSM's value-creation prerequisites	39
2.4 Interim summary: PSM as an important contributor to the firm's competitive advantage	47
<b>3 A conceptual model of the alignment-performance link in PSM</b>	<b>51</b>
3.1 Development of hypotheses model	51
3.1.1 The strategy hierarchy as the foundation for a conceptual model of the alignment-performance link in PSM	51
3.1.2 The theory of production competence as a vehicle for adapting the strategy hierarchy to the specific context of PSM	58

---

3.1.3	Development of hypotheses	64
3.2	Development of constructs	70
3.2.1	Business strategy construct	71
3.2.2	Purchasing strategy construct	78
3.2.3	Purchasing practice construct	85
3.2.4	Business performance construct	111
3.3	Research approach for investigating the alignment-performance link in PSM	114
3.4	Interim summary: A conceptual model for analyzing the alignment-performance link in PSM	119
<b>4</b>	<b>An empirical analysis of the alignment-performance link in PSM</b>	<b>123</b>
4.1	Research methodology	123
4.1.1	Research concept and study design	123
4.1.2	Data collection approach and survey design	128
4.1.3	Population and sample	135
4.2	Data analysis	140
4.2.1	Data hygiene	140
4.2.2	Operationalization of measures	143
4.2.3	Psychometric analysis	151
4.2.4	Hypothesis testing and analysis results	157
4.3	Discussion of results	168
4.3.1	Implications for management practice	169
4.3.2	Implications for management research	173
4.3.3	Limitations and suggestions for further research	175
4.4	Interim summary: Detailed insights into the alignment-performance link in PSM	179
<b>5</b>	<b>Summary and conclusions</b>	<b>183</b>
	<b>Appendix</b>	<b>191</b>
	<b>References</b>	<b>197</b>