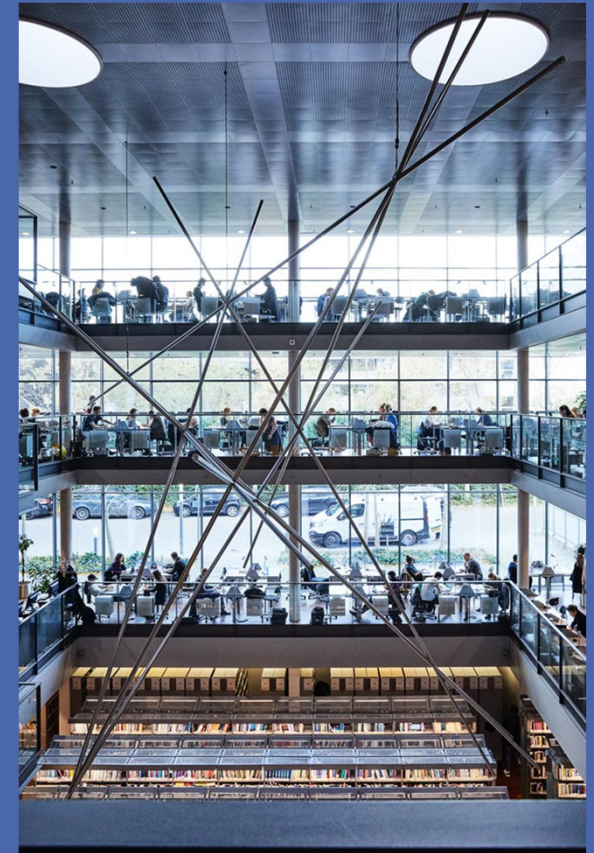


CAND.MERC MASTER THESIS PROJECTS IN THE TRANSTO-SP PROJECT

2022

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How to prepare the pharmaceutical industry for a sustainable future?

The problem	<p>The pharmaceutical industry is a strictly regulated industry dominated by extensive quality requirements. However, as sustainability is continuously gaining increasing traction, these regulations and requirements cannot hinder pharmaceutical companies' transition towards becoming more sustainable. Approximately 80% of a company's CO2 emissions stem from supply chain activities. Therefore, the procurement function holds a key responsibility to improve the level of sustainability that can be traced back to suppliers. However, focusing on sustainability entails challenges that need to be identified and managed.</p>
Research question(s)	<ul style="list-style-type: none"> • What tensions emerge when a company in the pharmaceutical industry focuses on sustainable procurement? • How can companies manage the identified tensions to prepare for a sustainable future in the pharmaceutical industry?
New knowledge developed	<ul style="list-style-type: none"> • New knowledge on which challenges (tensions) arises when a pharmaceutical company focuses increasingly on sustainable procurement. • Knowledge of how to manage these challenges.
Value for companies	<ul style="list-style-type: none"> • Companies in the pharmaceutical industry will gain insights into tensions caused by increased focus on sustainability. • An overview of potential tensions that can hinder the transition of becoming more sustainable. • Insights into potential strategies on how to manage the identified tensions will be proposed and thereby help the case company (and potential also other companies) to accelerate the journey towards sustainability.

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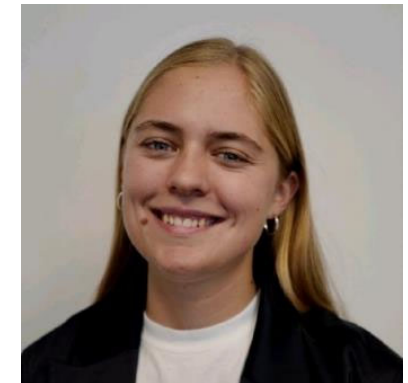
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The challenges of increasing sustainability in procurement – a buyer-supplier perspective

The problem	In many cases, increasing sustainability within a firm necessitates coordination along the supply chain, and therefore the collaboration between each set of buyers and suppliers is important to achieve changes. Following this notion, sub-optimal collaboration in buyer-supplier relationships can create challenges for companies that try to make their procurement more sustainable.
Research question(s)	<ul style="list-style-type: none">• How can a buyer-supplier relation perspective help to explain the most important challenges that obstruct companies from increasing sustainability in their procurement processes?
New knowledge developed	<ul style="list-style-type: none">• The project generates knowledge about the role buyer-supplier relations plays in a company's process to make its procurement more sustainable. This will be presented in the form of propositions where identified challenges are linked together with factors from Social Exchange Theory.
Value for companies	<ul style="list-style-type: none">• The study provides a way to look at the sustainability challenges companies face from a buyer-supplier perspective and thereby gives insights about how companies' relations with suppliers/customers can obstruct or facilitate their process of increasing sustainability.

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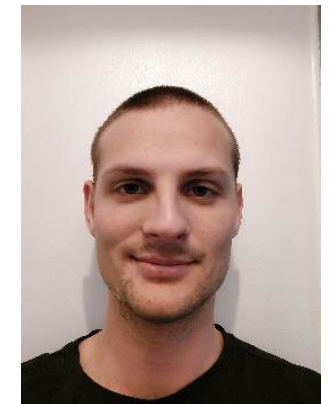


Enabling Value-Creation in Nordea´s Sourcing Team through Implementation of Sustainable Sourcing initiatives: A Stakeholder Management Perspective

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The problem	Stakeholder Management challenges when Implementing Sustainable initiatives in Nordea´s Sourcing Process
Research question(s)	<ul style="list-style-type: none">• What stakeholder management challenges can be found related to the implementation of sustainability in Nordea´s sourcing process?• How can the Sourcing Team overcome these challenges to create value for the whole organization?
New knowledge developed	<ul style="list-style-type: none">• An insight to Nordea´s sourcing processes and practices, internal and external stakeholder challenges/tensions/issues, as well as the knowledge on how to evaluate Sustainability across different products or services.
Value for companies	<ul style="list-style-type: none">• Nordea will gain a recommendation on how to implement more sustainable initiatives, whilst being able to create value for the whole organization. Furthermore, how to tackle different goals, objectives, and desires within the organization.

The practical use of Supplier Code of Conduct in large Danish companies

The problem	This project will address how buying companies can facilitate sustainability in the supply chain through Supplier Code of Conduct, and how compliance to the agreement can be ensured.
Research question(s)	<ul style="list-style-type: none">• What are the companies' view on sustainability, and how is sustainability implemented, and more specifically in the procurement department?• How and why do companies use Supplier Code of Conduct?• Which ESG elements are the most prevailing in the Supplier Code of Conduct?• Which options do companies have to decrease the risk of supplier non-compliance with the Supplier Code of Conduct?
New knowledge developed	<ul style="list-style-type: none">• We expect to develop knowledge about how and why Supplier Code of Conduct are used in companies, but also how compliance with this code is ensured, and based on the collected data, we will propose a portfolio model with typologies that can characterize how Supplier Code of Conduct are used by companies.
Value for companies	<ul style="list-style-type: none">• The project will emphasize the importance of incorporating sustainability issues when buying companies choose suppliers as this will support the companies in reaching their sustainability goals. Thus, create more attention to the implementation of sustainability in the procurement function and in the selection of suppliers.

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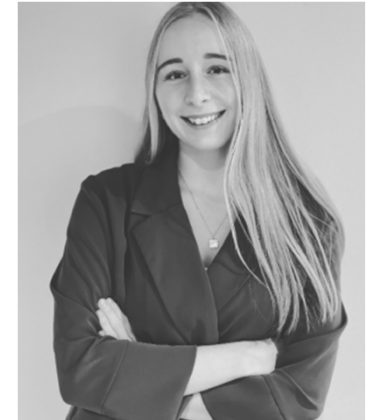
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The transformation towards sustainable procurement at pharmaceutical companies

The problem	The regulatory sphere within the pharmaceutical industry is putting boundaries on sustainable adjustments for pharmaceutical companies, which makes it a great challenge to transform procurement strategies and practices towards an increased focus on sustainability and at the same time satisfy their stakeholders in other areas. The focus in this thesis will therefore be on how the procurement function can manage their suppliers for sustainable initiatives and at the same time satisfy other stakeholders in the pharma industry.
Research question(s)	<ul style="list-style-type: none">• How can pharmaceutical companies manage their suppliers to enable the transition towards sustainable procurement?
New knowledge developed	<ul style="list-style-type: none">• In general the thesis will contribute to the limited research on sustainable procurement in the pharmaceutical industry, as not much has been done at this point from other researchers.• Specifically knowledge will be developed on how the highly regulated pharmaceutical industry influences possibilities for sustainable procurement strategies and practices.• A new framework is recommended as an analytical tool for category managers when evaluating possibilities for sustainable procurement initiatives through supplier involvement.
Value for companies	<ul style="list-style-type: none">• The thesis will present an analytical framework combining important aspects to take into account when our case company further develop their procurement initiatives towards sustainability.

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Procurement maturity model that encompasses sustainability and circular economy

A case study with COWI

The problem	<ul style="list-style-type: none">Environmental and social issues are increasingly on the public agenda, which provides triggers and opportunities to include them in managing the supply chain. Furthermore, there seems to be lacking a maturity model within procurement that incorporates elements of sustainability.
Research question(s)	<ul style="list-style-type: none">RQ1: How can organizations measure the maturity of their procurement department and manage for the transition towards the needs of the future concerning sustainability and circular economy?RQ2: Furthermore, how mature is the procurement department of COWI, and how do they manage to evolve towards a higher degree of sustainability?
New knowledge developed	<ul style="list-style-type: none">Develop a tool and model for assessing the current state of maturity for a procurement department that incorporates sustainability and circular economy elements.The model will also allow other organizations to understand how to advance and evolve concerning, specifically, sustainability and circularity.That COWI understands their current maturity and how to manage to advance and mature the procurement department.
Value for companies	<ul style="list-style-type: none">Help identify what next steps needs to be taken to mature, both in general, but also in relation to sustainability.

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Competency development for sustainable procurement

The problem	Sustainability in procurement can be an opportunity for companies in competitive markets, however it also poses many challenges. To undertake this, capability development is necessary, both on the company and individual level. This paper will focus on the development of the individual competencies as these are crucial for the necessary cooperation within the supply chain to attain sustainability in procurement.
Research question(s)	<ul style="list-style-type: none">• What competencies are needed for implementing sustainable procurement in the energy industry?• How can these competencies be developed to ensure the sustainability goals of Ørsted?
New knowledge developed	The thesis will highlight where there are challenges in developing competencies for sustainable procurement at Ørsted and how these can be developed.
Value for companies	The thesis will expand on knowledge on how competencies are influencing the development of a sustainable supply chain.

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Implementing sustainable procurement at Elis DK

The problem	Elis Danmark has ambitious sustainability goals and recognizes sustainable procurement as a contributing factor to reaching these goals. However, Elis DK have not implemented significant sustainable procurement practices. This thesis will explore the organization of procurement at Elis DK in this matter and the role of internal stakeholders in the implementation.
Research question(s)	<ul style="list-style-type: none">• RQ1: How is sustainable procurement organized at Elis Danmark?• RQ2: How can internal stakeholders be managed to positively affect implementation of sustainable procurement?
New knowledge developed	Challenges in implementation of sustainable procurement in a multinational corporation
Value for companies	A good understanding of the organizational set up of procurement at Elis DK, and recommendations of how to manage internal stakeholders to further sustainable procurement.

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Conceptualizing how procurement organizations can approach their 'greening' process

The problem	Climate change is one of the biggest crises we are facing right now. Since industry is responsible for a large share of emissions, it also has a responsibility to act. Procurement organizations can play a central role in this, as they are in a good negotiating position due to their high spend, and in a good position to tackle such a complex problem due to the many interfaces with other stakeholders. However, there is little work on how procurement organizations can assess and increase their own maturity in this area. This thesis addresses this issue and aims to develop a maturity model that can be used as a basis for discussions on how procurement organizations can be made 'greener'.
Research question(s)	<ul style="list-style-type: none">• How can firms 'green' their procurement organization?
New knowledge developed	This paper identifies 6 components that play an important role in the greening of procurement organizations. In relation to these, it is indicated which different maturity levels exist (proposed maturity model). Furthermore, new knowledge is generated regarding the dependency of these components on each other.
Value for companies	Companies can use the model developed to get an initial indication of where they stand with regard to green procurement. The various components of the model help to set priorities for the next initiative.

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