**Supervisor Expression of Interest**  
**MSCA - Marie Sklodowska Curie Action - (PF) Postdoctoral Fellowship 2021**

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<tr>
<th><strong>Supervisor name:</strong></th>
<th>Federico Caniato, Stefano Ronchi, Antonella Moretto</th>
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| **Email address:**   | federico.caniato@polimi.it  
                        stefano.ronchi@polimi.it  
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| **Link pagina docente:** | https://www.som.polimi.it/faculty/ |
| **Department Name:** | Management, Economics, and Industrial Engineering |
| **Research topic:** | (https://www.polimi.it/en/scientific-research/research-at-the-politecnico/departments/)  
Research Line: Challenges in Supply Chain Management  
Research Topic: Procurement Digital Transformation  
ERC codes:  
SH1_10 Management; strategy; organisational behaviour  
SH1_11 Human resource management; operations management, marketing |
| **MSCA-PF Research Area Panels:** | CHE_Chemistry  
ECO_Economic Sciences  
ENG_Information Science and Engineering  
ENV_Environmental and Geosciences  
LIF_Life Sciences  
MAT_Mathematics  
PHY_Physics  
SOC_Social Sciences and Humanities |
| **Politecnico di Milano Areas:** | Cultural Heritage  
Smart Cities  
Horizon Europe Missions  
Health  
Industry 4.0 |
| **Title and brief description of the Department and Research Group (including URL if applicable):** | Purchasing and Supply Management Research Group  
Organizations in all industries face challenges within their upstream and downstream global networks, orchestrating a multitude of multi-tier suppliers and customers along with their distribution structure. All those actors are key players in innovating and deploying companies’ strategies and optimize |
their performance. The complexity of supply chain activities nowadays highlights crucial hot topics in supply chain directors' agendas, from financial performance optimization across the whole networks and the sharing of those benefits to sustainability and ethical issues also outside the boundaries of the firm; from risk mitigation and resilience to unexpected events to the disruptive opportunities created by new digital technologies.

The research group of Purchasing and Supply Management involves more than ten professors, researchers, post-doc, and PhD students and is developing research and teaching activities in supply network strategy and design, to overcome the challenges mentioned above.

https://www.som.polimi.it/en/research/research-lines/#supplychain
https://www.som.polimi.it/en/research/research-lines/procurement-strategies/
https://www.som.polimi.it/en/research/research-lines/supply-chain-finance/
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<th>Brief project description: (max 1 page)</th>
<th>Procurement Digital Transformation</th>
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| The research project is focused on the broad topic of “Digital Procurement”. Supply Chains today are global and complex and play a fundamental role in terms of Sustainable Development: they may be a source of significant problems and negative impacts, on both the society and the environment, or they may become a key contributor to sustainability. In this context, procurement plays a pivotal role: it is strategic from an economic point of view, covering more than 80% of the revenues of the company; it is fundamental to manage the financial performance of the company due to the impact in term of cash-to-cash cycle; it is critical to improving firm performance in terms of quality, innovation, flexibility, and sustainability. This relevance has also grown over the last months, as Covid-19 has demonstrated the strategic relevance of supply chains and the contribution provided to firm performance. The impact of the pandemic has brought back the attention to supply chain risk management and to the need to build resilience in the supply chain. At the same time, the Digital Transformation radically impacts supply chains: technologies such as Internet of Things, Blockchain, 3D Printing, Big Data Analytics, and Artificial Intelligence are becoming pervasive. They can revolutionize the way supply networks are designed and managed, impacting the fundamental performance of delivery, quality, flexibility, cost, and environmental and social sustainability. Digital procurement technologies can also improve the way supply chain risk is managed and help increase supply chain resilience. Besides, today supply networks need to manage simultaneously physical, information and financial flows since, without proper coordination of the three flows, it is impossible to meet the overall goals. Supply Management Research today needs to address the challenges raised by Sustainability and Digital Transformation, combining multidisciplinary approaches to find innovative answers to the radical problems that the world is facing today. The research project will investigate the role that digital transformation could play in redesigning procurement strategies, practices and tools, enabling radical innovation in business models and achieving superior performance. The project will be conducted in close collaboration with a broad
network of partners: industrial and service companies (i.e. adopters of digital procurement), procurement technology providers, industrial associations and research institutions.