Labuan Bulletin of International Business &Finance

Volume 24 Issue 1 eISSN 2600- 7894

BENEFITS OF VENDOR DEVELOPMENT PROGRAMME IN THE OIL AND GAS INDUSTRY: A CONCEPTUAL REVIEW

Lizah Majid[a], Alesia Sigang Gugkang*

Labuan Faculty of International Finance, Universiti Malaysia Sabah, Labuan International Campus, Malaysia
**Corresponding author: alesia@ums.edu.my*

ABSTRACT

Vendor Development Programmes (VDPs) are increasingly recognised as strategic mechanisms for strengthening buyer and supplier relationships, improving supply chain efficiency, and driving innovation. This study explores the benefits of VDPs within the oil and gas sector, an industry characterised by complex supply chains, stringent quality requirements, and high operational risks. The findings suggest that VDPs provide notable advantages to buyers, including enhanced cost control, assured supply reliability, and preferential treatment from suppliers. For suppliers, VDPs create opportunities for bilateral knowledge sharing, capability enhancement, reputational growth, and sustained business expansion. By fostering collaboration and long-term partnerships, VDPs demonstrate their potential to transform procurement practices into value driven and innovation focused processes, ultimately contributing to a more resilient and competitive oil and gas supply chain.

***JEL classification**: L14, L23, M11, L25, L71*
***Keywords**: conceptual review; oil and gas; supply chain; supply chain performance; vendor development programmes*

Received: November 5, 2025
Revised: March 30, 2026
Accepted: May 20, 2026

1. INTRODUCTION

Vendor Development Programmes (VDPs) are strategic initiatives designed to strengthen the supplier base, with the overarching aim of improving competitiveness (Lano et al., 2025), enhancing product and service quality (Mullaivendan & Morais, 2022), reducing procurement costs (Pero et al., 2021) and fostering innovation across the supply chain (Anderson et al., 2023). VDPs are widely utilised in industries such as healthcare (Mbwasi et al., 2022), automotive manufacturing (Modungwa et al., 2021), and telecommunications (Mutegi & Charles, 2023), where rapid technological advancements and evolving market demands necessitate close collaboration and capability development between buyers and suppliers.

Despite the growing application of VDPs in many industries, research on VDP implementation in the oil and gas industry remains limited. Existing studies in this field have primarily focused on specific aspects of supplier development, such as buyer supplier relationships (Alhammadi et al., 2024; Alhammadi et al., 2023), sustainability practices (Atstāja & Mukem, 2024; Saghiri & Mirzabeiki, 2021), or supplier performance (Oke et al., 2024), rather than examining VDPs from a comprehensive supply chain perspective. Consequently, there is still limited understanding of how VDPs generate broader and interconnected benefits for both buyers and suppliers within the oil and gas supply chain. Addressing this gap is important because the industry operates in a complex and high-risk environment that relies heavily on capable and reliable suppliers.

As the oil and gas industry market dynamics shift towards cost efficiency, operational agility, and sustainability, the importance of implementing structured VDPs is increasingly being recognised within this sector. To address this research gap, the present study seeks to explore the direct impacts and overall benefits of VDPs for both buyers and suppliers in the oil and gas industry. By adopting an integrative approach, this study aims to provide a comprehensive understanding of how these programmes influence overall supply chain performance. The findings are anticipated to highlight practices and benefits observed in other sectors, which can, in turn, contribute to enhanced competitiveness and long-term value creation within the oil and gas industry.

2. LITERATURE REVIEW

VDPs deliver a range of strategic benefits that extend beyond traditional procurement objectives. These initiatives enhance supplier capabilities, strengthen reliability, and improve overall supply chain performance, thereby contributing to the organisation's competitiveness. Furthermore, VDPs are increasingly aligned with broader organisational priorities such as sustainability, operational resilience, and risk mitigation, making them particularly valuable in sectors with high operational demands and regulatory pressures. Seminal contributions by Leenders (1989) and more recent studies by Dvorsky et al. (2021), Saghiri and Mirzabeiki (2021), and Onofrei et al. (2020) provide empirical support for these outcomes. Most of existing insights are derived from research conducted in manufacturing and service industries, which may not adequately capture the distinct operational characteristics of the oil and gas industry. Oil and gas industry is highly capital intensive, operates under stringent regulatory and safety requirements, and relies heavily on specialised suppliers, all of which demand more structured and collaborative approaches to vendor development. Consequently, current literature offers limited understanding of how VDPs operate within the oil and gas supply chain and how they contribute to strategic value creation in such a complex environment (Atstāja & Mukem, 2024). These limitations highlight the need for more industry focused research that examines VDP from a broader supply chain perspective within the oil and gas industry.

From an innovation perspective, VDPs serve as catalysts for technological advancement and process improvement. By encouraging suppliers to integrate digital tools, adopt enhanced quality control systems, and pursue continuous improvement, these programmes enable organisations to remain competitive in rapidly evolving industrial landscapes. The positive relationship between VDP engagement and innovation has been documented in recent research, including Atstāja and Mukem

(2024), Du et al. (2023), and Wang et al. (2020). However, much of the existing evidence is drawn from studies conducted across general industrial settings and therefore may not adequately reflect the specific operational conditions of the oil and gas industry. Oil and gas industry functions within highly complex environments characterised by stringent safety standards, substantial capital investments, and heavy reliance on specialised suppliers, all of which can affect how innovation initiatives within VDPs are implemented and maintained. As a result, the current body of literature offers limited understanding of how VDP driven innovation supports technological and process advancements within the oil and gas supply chain (Liu, Du, & Kang, 2026). This gap highlights the need for further research to explore how VDPs facilitate innovation within the distinctive operational context of the oil and gas industry.

Equally important is the role of VDPs in relationship building, as these programmes foster trust-based, long-term partnerships between buyers and suppliers. Such relationships encourage collaborative problem-solving, joint value creation, and greater supply chain stability, moving interactions beyond transactional exchanges. By embedding relational principles into vendor governance frameworks, organisations can secure mutual growth and reduce dependency-related risks. The significance of this relational dimension is highlighted in the work of Alhammadi et al. (2024), Alhammadi et al. (2023), Qian et al. (2023) and Tran et al. (2022). Although VDPs emphasise trust based and long-term relationships, this relational approach alone may be insufficient in the oil and gas industry due to the sector's high operational risk, strict regulatory requirements, and complex procurement processes. In such environments, formal governance mechanisms, contractual clarity, and compliance monitoring are often more critical than relational trust alone to ensure supplier reliability and safety performance. Additionally, the industry relies on specialised suppliers and complex project structures, which increases uncertainty and limits the effectiveness of relationship-based collaboration without strong risk management and contractual controls (Agu et al., 2024). Therefore, further studies need to be conducted to gain a deeper understanding of VDP implementation in the oil and gas industry.

Table 1 presents a summary of the relationship between VDPs and their contributions across three key dimensions: strategic advantages, innovation, and relationship development. While the literature reviewed encompasses findings from a variety of industrial contexts, the insights derived provide a valuable reference point for guiding the effective design and implementation of VDPs within the oil and gas industry.

Table 1: Summary of key themes on Vendor Development Programmes (VDPs).

Theme	Key Contributions	Industries	Extant Literature
Strategic Benefits	• Enhances supplier capability and reliability • Improves supply chain performance and competitiveness • Addresses sustainability and risk mitigation goals	Cross-industry; evolving focus on resilience, efficiency in procurement practices	Dvorsky et al. (2021); Saghiri and Mirzabeiki (2021); Onofrei et al. (2020); Leenders (1989)

Theme	Key Contributions	Industries	Extant Literature
Innovation	• Stimulates technological advancement and process innovation • Encourages suppliers to adopt digital tools and quality system • Supports continuous improvement	Oil & gas, manufacturing, and engineering sectors where efficiency, safety and tech adoption are key	Liu et al. (2026); Atstāja and Mukem (2024); Du et al. (2023); Wang et al. (2020)
Relationship Building	• Fosters long-term, trust based buyer supplier relationship • Encourages joint value creation and collaboration • Moves beyond transactional engagement	Strategic sourcing; vendor governance models aimed at mutual growth and dependency reduction	Agu et al. (2024); Alhammadi et al. (2024); Alhammadi et al. (2023); Qian et al. (2023); Tran et al. (2022)

2.1. Benefits of vendor development programme from buyer perspective

VDPs offer a range of benefits to buyers, particularly in optimising overall supply chain processes. However, many buyers remain unaware of these advantages and are hesitant to embrace the implementation of such an initiative. The following section outlines several key benefits of VDPs to buyers as identified in previous scholarly research.

Firstly, VDPs play a critical role in fostering strategically aligned and collaborative relationships between buyers and suppliers (Qian et al., 2023). By engaging in structured initiatives such as joint audits, systematic performance assessments, and targeted capability-building interventions, both parties cultivate enhanced trust, transparency, and mutual commitment. This paradigm shifts the interaction from traditional adversarial negotiations towards a partnership-oriented model, wherein the focus is placed on long-term strategic objectives and shared value creation rather than short-term transactional gains. As noted by Anderson et al. (2023), such collaborative practices significantly enhance supplier responsiveness, ensuring that supplier competencies and outputs are closely aligned with the broader strategic imperatives of the purchasing organisation. This alignment not only strengthens operational efficiency but also enhances the overall resilience and adaptability of the supply chain.

Secondly, suppliers participating in VDPs frequently extend preferential treatment to buyers who actively invest in their growth and capability enhancement (Schiele, 2022). Such preferential practices may manifest through expedited delivery schedules, tailored product configurations, or priority access to emerging technologies. In addition, suppliers tend to offer more competitive pricing structures and greater contractual flexibility to buyers who exhibit a sustained commitment to fostering long-term collaboration. According to Mullaivendan and Morais (2022), buyers who strategically support suppliers through these development initiatives often secure a competitive edge, particularly during periods of heightened market demand or resource constraints.

Thirdly, VDPs contribute significantly to ensuring the steady and reliable provision of materials and services, by enhancing supplier capabilities and reinforcing supply chain continuity (Najafi et al., 2022). VDPs are able to minimise supply chain risk. The structured and cooperative nature of VDPs not only enhances operational reliability but also aligns both buyers and suppliers towards shared goals of efficiency

and long-term stability. VDPs can agree stock holding, calloff, or capacity reservation arrangements in which suppliers position materials, equipment, or services in line with the buyer's technical specifications and project timeline (Baki, 2021). Buyers outside such programmes typically lack this preferential access and may have to compete in the open market for limited inventory or service slots. This differentiation is especially critical in industries such as oil and gas, where supply interruptions can trigger costly delays, lost production, and wider operational risks. Mature VDPs commonly incorporate supplier capacity building, contingency planning, and structured performance monitoring, all of which strengthen suppliers' ability to respond reliably to fluctuating demand conditions.

Fourthly, VDPs enable buyers to secure stable and predictable pricing structures through long-term contractual agreements. By committing to extended partnerships, buyers can reduce the uncertainty faced by suppliers, which in turn mitigates the adverse effects of market price volatility (Svoboda et al., 2021). Even in fluctuating market conditions, such as currency fluctuations or raw material price surges, buyers are often able to maintain agreed pricing levels, thereby safeguarding cost stability. Furthermore, these programmes facilitate collaborative cost reduction initiatives, where buyers and suppliers work together to identify process efficiencies and value engineering opportunities. As noted by Pero et al. (2021), the resulting cost advantages frequently translate into shared value creation, strengthening both parties' competitiveness and supporting a sustainable long-term advantage (Saghiri & Mirzabeiki, 2021).

Finally, by fostering closer and more strategic partnerships with suppliers, buyers can stimulate innovation in areas such as equipment engineering, maintenance practices, and the deployment of digital solutions, including automation and predictive analytics (Du et al., 2023; Wang et al., 2020). Such advancements have the capacity to minimise operational downtime, enhance safety measures, and improve overall supply chain efficiency. In addition, structured VDP initiatives can strengthen risk management by ensuring that vendors are well prepared to comply with changing regulatory standards and are capable of adapting to market fluctuations. In the oil and gas industry, where cost competitiveness, operational reliability, and efficiency are crucial, a carefully executed VDP can serve as a powerful strategic mechanism for both operational improvements and the creation of long-term value.

2.2. Benefits of vendor development programme from supplier perspective

VDPs offer substantial benefits not only to buyers but also to suppliers. However, many suppliers remain unaware of the valuable advantages these programmes provide, leading to hesitancy or reluctance to participate. This section highlights and discusses several key benefits of VDPs to suppliers, drawing on insights and evidence from previous scholarly research.

Firstly, suppliers can derive numerous benefits from participating in VDPs through structured knowledge sharing initiatives (Butt et al., 2023). VDPs facilitate the transfer of critical insights from buyers, such as quality expectations, regulatory compliance requirements, advanced forecasting techniques, and digital reporting standards. By leveraging this shared expertise, suppliers can enhance their technical capabilities, adopt industry best practices, and streamline operational processes. This collaborative learning not only reduces inefficiencies and costly trial and error efforts

but also strengthens the supplier's ability to innovate and remain competitive in the market (Sikombe & Phiri, 2021).

Secondly, as part of VDP initiatives, suppliers may be required to realign production schedules, optimize resource allocation, and undertake targeted restructuring of internal processes to meet the buyer's performance benchmarks (Toufighi et al., 2024). Such restructuring can include streamlining workflows, adopting standardised documentation practices, and strengthening quality control systems to improve operational consistency. In addition, suppliers may need to establish or refine dedicated roles such as key account managers or compliance leads to maintain alignment with VDP objectives over time (Sikombe & Phiri, 2021). Process standardisation helps eliminate redundant and non-value adding activities while creating a structured platform for continuous improvement and operational excellence.

Thirdly, participation in a VDP also often serves as a mark of credibility, operational excellence, and strategic dependability within the wider marketplace. Such association with a structured and reputable development initiative in VDP enhances the supplier's reputation (Hudnurkar et al., 2025), signalling to potential customers and industry stakeholders that the supplier meets rigorous quality, performance, and governance standards (Fan et al., 2021). This reputational advantage can provide a competitive edge during tender processes, facilitate access to high value clients, and strengthen the supplier's market position. When combined with measurable performance improvements, this enhanced standing can justify premium pricing and reinforce supplier long-term business growth.

Fourthly, a well-executed VDP fosters sustained business opportunities by strengthening buyer confidence in the supplier's capabilities. When a supplier demonstrates reliability and consistent performance through the VDP framework, buyers are more inclined to engage in repeated transactions and award future projects (Toufighi et al., 2024). Furthermore, VDP participation can open avenues for additional opportunities, such as collaborations with subsidiaries, joint ventures, or partner ecosystems, which may result in spill over contracts. The establishment of long-term, trust-based relationships also helps to mitigate the adverse effects of cyclical market downturns, enhancing revenue stability and reducing reliance on opportunistic, short-term business deals (Tran et al., 2022).

Fifthly, VDPs often serve as catalysts for multi-dimensional capability enhancement, enabling suppliers to simultaneously strengthen their technical, operational and strategic competencies (Qiao et al., 2022; Lorenzen et al., 2020). Participation in VDPs frequently drives suppliers to adopt higher grade materials, enforce stricter engineering tolerances, improve calibration practices, and enhance product traceability. Moreover, engagement in VDPs provides suppliers with greater exposure to buyer roadmaps and performance expectations, prompting the development of structured improvement pipelines that combine incremental process enhancements with periodic breakthrough innovations tailored to upcoming project requirements. Collectively, these advancements facilitate the shift from a purely transactional supply relationship to a performance driven partnership, thereby positioning suppliers for greater competitiveness in highly demanding markets (Qiao et al., 2024).

Finally, VDPs are primarily aimed at enhancing the quality of products and services provided by suppliers (Gunawan et al., 2024). Through ongoing

collaboration, performance monitoring, and consistent business interactions, suppliers gain clearer insights into the buyer's requirements and are encouraged to continuously maintain or exceed expected quality levels. This forward-looking approach helps reduce the occurrence of quality issues such as nonconformance reports (NCRs), rework, and product defects, which in turn lowers operational and corrective costs for buyers. Additionally, the provision of high-quality inputs strengthens the overall reliability and performance of the buyer's final outputs, leading to enhanced customer satisfaction, increased trust, and a stronger brand reputation (Du et al., 2023).

It is clear that VDPs provide substantial advantages to suppliers in the oil and gas sector. By fostering close alignment with the strategic priorities of buyers, suppliers are better equipped to respond to evolving industry standards and regulatory demands. This alignment not only enhances their operational resilience but also supports sustainable growth and improved competitiveness in an increasingly challenging market environment.

Table 2 outlines the benefits summary of VDPs from the perspective of both buyers and suppliers. These benefits can arise in one or multiple areas. VDPs has consistently proven effective across a wide range of industries, underscoring its practical relevance in diverse operational settings

Table 2: Summary of benefits on Vendor Development Programmes (VDPs).

Perspective	Benefit	Industry	Source
Buyer	• Collaboration relationship	General	Anderson et al. (2023)
	• Relationship	Textile, food, electronics	Qian et al. (2023)
	• Preferential treatment; steady and reliable provision of materials and services	Automotive	Baki (2021)
	• Preferential treatment	Manufacturing	Schiele (2022)
		Pharmaceutical	Mullaivendan and Morais (2022)
	• Secure stable and predictable pricing structures	General	Svoboda et al. (2021); Pero et al. (2021); Saghiri and Mirzabeiki (2021)
	• Steady and reliable provision of materials and services	Construction	Najafi et al. (2022)
	• Stimulate innovation	Manufacturing	Wang et al. (2020)
	• Stimulate innovation; enhancing the quality of products and services	Manufacturing	Du et al. (2023)
Supplier	• Knowledge sharing	General	Butt et al. (2023)
	• Knowledge sharing; restructuring	Construction	Sikombe and Phiri (2021)
	• Multi-dimensional capability enhancement	General	Gunawan et al. (2024); Qiao et al. (2024); Lorenzen et al. (2020)
	• Restructuring; sustained business opportunities	Textile	Toufighi et al. (2024)
	• Reputation	Automotive	Hudnurkar et al. (2025)
		General	Fan et al. (2021)
	• Sustained business opportunities	Agriculture and food	Tran et al. (2022)

3. CONCEPTUAL FRAMEWORK

The framework identifies Vendor Development Programmes (VDPs) as a key mechanism that influences the strengthening of relationships and the improvement of supply chain outcomes. These programmes are typically initiated by buying organisations to assist suppliers through a range of development activities designed to improve their performance. Through such initiatives, buyers aim to build supplier capabilities while promoting closer cooperation and coordination among supply chain partners.

From the buyer perspective, VDPs provide several strategic benefits. These include improved alignment of goals between buyers and suppliers, increased reliability in the delivery of goods and services, greater price stability, and enhanced opportunities to encourage innovation within the supply chain. Such benefits enable buyers to minimise supply-related risks while supporting more stable and sustainable supply chain operations.

From the supplier perspective, involvement in VDPs offers multiple advantages. Through participation, suppliers can obtain valuable insights, technical knowledge, and operational guidance from buying organisations, which can contribute to strengthening their internal capabilities and improving organisational practices. Participation in these programmes may also enhance the supplier's credibility and standing within the industry. As a result, suppliers may be better positioned to deliver higher quality products and services, maintain long-term business sustainability, and potentially access wider market opportunities.

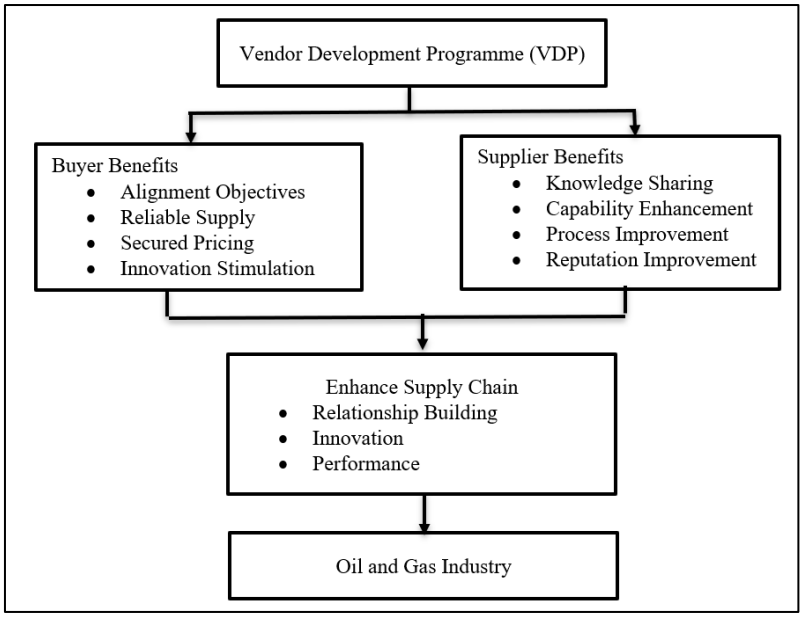

Figure 1: Conceptual framework of Vendor Development Programme.

The mutual advantages gained by both buyers and suppliers contribute to stronger relationship development, particularly through increased trust, collaboration, and long-term commitment between supply chain partners. Such strengthened relationships can further encourage innovation, including improvements in operational processes and technological practices within the supply chain. These

advancements may ultimately enhance overall supply chain performance in terms of efficiency, reliability, and competitiveness.

However, this framework should be analysed within the specific context of the oil and gas industry, which has not been extensively addressed in existing academic literature. The industry operates in a unique environment characterised by strict safety and regulatory requirements, substantial capital investment, and significant reliance on specialised suppliers. Consequently, these industry specific conditions need to be carefully considered, as they may influence how VDP initiatives are implemented and how their potential benefits are realised within the supply chain.

4. DISCUSSION AND CONCLUSION

This study contributes to the understanding of VDPs by highlighting their potential strategic benefits for both buyers and suppliers within the supply chain. However, while previous studies have widely discussed these benefits in general manufacturing and other industries, limited attention has been given to the oil and gas industry. The conceptual framework developed in this study demonstrates how VDPs can create mutual value through buyer benefits, supplier benefits, relationship building, and innovation development, which ultimately lead to improved oil and gas supply chain performance. The framework therefore offers a useful foundation for future empirical research in this area.

Future research is essential to advance understanding of how different VDP practices influence supplier capability development, innovation outcomes, and overall supply chain performance within the unique operational environment of the oil and gas industry. Given the sector's high level of operational complexity, strict regulatory requirements, and reliance on specialised suppliers, future studies could examine the mechanisms through which VDP initiatives strengthen strategic collaboration between buyers and suppliers, while also supporting innovation and long-term supply chain resilience. Such research would make an important contribution to the existing body of knowledge by extending supplier development literature into a highly specialised industry that has received limited academic attention. Ultimately, these efforts could help develop more robust theoretical and practical frameworks for managing supplier relationships and promoting sustainable innovation within complex supply chain environments.

ACKNOWLEDGEMENT

The authors would like to express sincere gratitude to the supervisor for the valuable guidance, support, and constructive feedback provided throughout this research. The authors also extend appreciation to all buyers and suppliers who participated in this study and generously shared their time, experiences, and insights. Their contributions were essential to the successful completion of this research. Finally, thank you to everyone who supported this study directly or indirectly.

REFERENCES

Agu, E. E., Iyelolu, T. V., Idemudia, C., & Ijomah, T. I. (2024). Exploring the relationship between sustainable business practices and increased brand loyalty. *International Journal of Management & Entrepreneurship Research, 6*(8), 2463-2475.

Alhammadi, A., Soar, J., Yusaf, T., Ali, B. M., & Kadirgama, K. (2023). Redefining procurement paradigms: A critical review of buyer-supplier dynamics in the global petroleum and natural gas industry. *The Extractive Industries and Society*, *16*, 101351.

Alhammadi, A., Yusaf, T., Soar, J., Ali, B. M., Kadirgama, K., & Yousif, B. F. (2024). Revolutionizing procurement: Unveiling next-gen supplier strategies in UAE's oil & gas sector. *The Extractive Industries and Society*, *17*, 101428.

Anderson, H., Müllern, T., & Danilovic, M. (2023). Exploring barriers to collaborative innovation in supply chains – A study of a supplier and two of its industrial customers. *Business Process Management Journal*, *29*(8), 25-47.

Atstāja, D., & Mukem, K. W. (2024). Sustainable supply chain management in the oil and gas industry in developing countries as a part of the quadruple helix concept: A systematic literature review. *Sustainability*, *16*(5), 1776.

Baki, R. (2021). An integrated, multi-criteria approach based on environmental, economic, social,and competency criteria for supplier selection. *RAIRO-Operations Research*, *55*(3), 1487-1500.

Butt, A. S., Shah, S. H. H., & Ahmad, A. B. (2023). Does knowledge hiding undermine buyer - supplier relationship performance in supply chains? A dyadic perspective. *VINE Journal of Information and Knowledge Management Systems*, *53*(1), 142-165.

Du, Y., Zhang, Y., & Han, X. (2023). Supplier development and innovation performance: The role of collaboration and knowledge sharing. *Journal of Business Research*, 157, 113548.

Dvorsky, J., Belas, J., Gavurova, B., & Brabenec, T. (2021). Business risk management in the context of small and medium-sized enterprises. *Economic Research-Ekonomska Istraživanja*, *34*(1), 1690-1708.

Fan, D., Xiao, C., Zhang, X., & Guo, Y. (2021). Gaining customer satisfaction through sustainable supplier development: The role of firm reputation and marketing communication. *Transportation Research Part E: Logistics and Transportation Review*, *154*, 102453.

Gunawan, R. R., Siagian, H., Tarigan, Z. J. H., & Jie, F. (2024). The role of supplier-buyer relationship in enhancing business performance through supply chain management practice, total quality management implementation and product innovation. *Uncertain Supply Chain Management*, *12*(4), 2463-2478.

Hudnurkar, M., Ambekar, S. S., Bhattacharya, S., Venkatesh, V. G., & Shi, Y. (2025). Influence of supplier development on supplier satisfaction: A mediating role of buyer–supplier relationship. *Benchmarking, 32*(6), 1942-1971.

Lano, D. P. D. E., Hernandez, A. F. Y., Torres, J. P. D. L., Magbago, J. N., & Melo, M. C. F. (2025). Customer preferences and level of competitiveness of Calapan city public market vendors. *World Journal of Advanced Research and Reviews*, *25*(2), 673-683.

Leenders, M. R. (1989). Supplier development. *Journal of Purchasing and Materials Management*, *25*(1),47-55.

Liu, Y., Du, J., & Kang, M., (2026). Developing supplier capabilities for effective new product development under supply chain risk. *Journal of Manufacturing Technology Management*, 1-19.

Lorenzen. M., Mudambi. R., & Schotter. A. (2020). International connectedness and local disconnectedness: MNE strategy, city-regions and disruption. *Journal of International Business Studies,* 51, 1199-1222.

Mbwasi, R., Mbepera, D., Mfuko, W., Makanzo, J., Kikwale, M., Canavan, R., Stoermer, M., & Wiedenmayer, K., (2022). Assessing public–private procurement practices for medical commodities in Dar Es Salaam: A situation analysis. *BMC Health Services Research, 22*, 1523.

Modungwa, M., Rinke, M., Agigi, A., & Mocke, K. (2021). The role of strategic supplier relationships in enhancing supply chain innovation: A qualitative study in the South African automotive manufacturing industry. *African Journal of Science, Technology, Innovation and Development*, *13*(1), 1-14.

Mullaivendan, P., & Morais, S. R. (2022). A short review on vendor evaluation, approach, criteria and questionnaire. *International Journal of Life Science and Pharma Research*, *12*(3), 1-10.

Mutegi, D. M. & Charles, M. (2023). Suppliers development program and optimization of operational performance of telecommunication companies in Kenya. *International Journal of Social Science and Humanities Reasearch, 1*(1), 2953-7048.

Najafi, S. E., Salahshour, S., & Parchikolaei, B. R. (2022). Optimizing supplier selection for a construction project by a cash-flow approach using a hybrid metaheuristic algorithm. *Big Data and Computing Visions*, *2*(2), 69-79.

Oke, A., Osobajo, O. A., & Taylor, S. (2024). Addressing the trilemma of challenges: The need for more SC strategic collaborations in the UK oil and gas sector. *Sustainability*, *16*(2), 570.

Onofrei, G., Nguyen, H. M., Zhang, M., & Fynes, B. (2020). Building supply chain relational capital: The impact of supplier and customer leveraging on innovation performance. *Business Strategy and the Environment*, *29*(8), 3422-3434.

Pero, M., Rossi, M., Xu, J., & Cigolini, R. (2021). Designing supplier networks in global product development. *International Journal of Product Lifecycle Management*, *13*(2), 115-139.

Qian, C., Dion, P. A., Wagner, R., & Seuring, S. (2023). Efficacy of supply chain relationships – differences in performance appraisals between buyers and suppliers. *Operations Management Research*, *16*(3), 1302-1320.

Qiao. H., Lin. X., Zhou. X., & Jiang. M. (2022). Research on joint decision-making of timely delivery, product quality and marketing in supply chain based on differential game. *Sustainability, 14*(17), 10774.

Qiao, J., Li, S., & Capaldo, A. (2024). Why and how do suppliers develop environmental management capabilities in response to buyer-led development initiatives?. *Supply Chain Management: An International Journal*, *29*(7), 112-134.

Saghiri, S. S., & Mirzabeiki, V. (2021). Buyer-led environmental supplier development: Can suppliers really help it?. *International Journal of Production Economics*, *233*, 107969.

Schiele, H. (2022). Preferred customer theory: Benefiting from preferential treatment from suppliers through measures on buyer attractiveness and supplier

satisfaction. *Handbook of Theories for Purchasing, Supply Chain and Management Research.* Edward Elgar Publishing.

Sikombe, S., & Phiri, M. (2021). Knowledge transfer in institutionalised supplier development and operational performance: The mediating role of absorptive capacity. *Cogent Engineering*, *8*(1), 1981521.

Svoboda, J., Minner, S., & Yao, M. (2021). Typology and literature review on multiple supplier inventory control models. *European Journal of Operational Research*, *293*(1), 1-23.

Toufighi, S. P., Vang, J., Govindan, K., Lin, M. Z. N., & Bille, A. (2024). Exploring the impact of university-driven supplier development interventions on supplier performance: A case of the garment industry. *International Journal of Productivity and Performance Management*, *73*(11), 355-384.

Tran, P., Gorton, M., & Lemke, F. (2022). Buyers' perspectives on improving performance and curtailing supplier opportunism in supplier development: A social exchange theory approach. *Industrial Marketing Management*, *106*, 183-196.

Wang, L., Zhang, C., Li, J., Huo, D., & Fan, X. (2020). The influence of unilateral supplier transaction-specific investments on international buyer opportunism: Empirical findings from local suppliers in China. *International Marketing Review, 37*(2), 213-239.