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## **Assessment of Critical Success Factors and Vendors' Selection in Micro Businesses: The Global Perspective and Practices**

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**Abstract:** *The study assessed critical success factors and vendor selection in micro businesses it global perspective and practices. The study identified several criteria for vendor selection, such as the net price, quality, delivery, historical vendor's performance capacity, communication systems, service, and geographic location. These criteria are a crucial issue in the vendor selection process since they measure the performance of the vendors. For many organizations and businesses, effective vendor selection is of vital importance. As the pace of market globalization quickens, the number of potential vendors and factors to consider when selecting vendors increases. The study concluded that in many projects there are bound to be critical success factors and they have much impact on vendor selection. The critical success factors include the work sequence with a timeline that an individual can demonstrate in his/her plan to meet the project timeline. It was recommended that in any procurement project in any country, there should be an understanding of the fact that critical success factors have a remarkable correlation with vendor selection. Hence, they should consider such components of the work sequence with timeline and the consultant's deliverables very important.*

**Key words:** *Critical Success Factors, Vendor Selection, Micro Businesses, Global Perspective and Practices.*

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### **Introduction**

For many organizations, effective vendor selection is of vital importance. As the pace of market globalization quickens, the number of potential vendors and factors to consider when selecting vendors

increases. Contemporary supply management maintains long-term partnerships with vendors and uses little but reliable vendors. Therefore, choosing the right vendors involves much more than scanning a series of price lists and choices; it depends on a wide range of factors that involve both qualitative and quantitative methods. Supply chain management is the management of upstream and downstream activities, resources, and relationships with vendors and customers, which are required to deliver products or services. If this is done well, it will lead to a competitive advantage through differentiation and lower costs, as suggested by Porter (1980). Therefore, to ensure adequate supply chain management, businesses need to determine the critical success factors in supply chain management that can provide a competitive advantage. These critical success factors must be identified and conveyed to senior management in firms that want an effective and efficient vendor. Among supply chain management issues regarding purchasing decisions, vendor selection is the essential activity of a firm's purchasing department. The purchasing function has gained greater prominence in supply chain management due to factors such as globalization, increased value addition in supply, and accelerated technological change. Purchasing involves buying the raw materials, supplies, and components for the organization.

Generally, micro-businesses are usually associated with little capital outlay, and minimal fixed assets, are highly localized in operation, and often with an unsophisticated management structure. It is actively managed by its owners, highly personalized, largely local in operations, of relatively small size within the industry, and largely dependent on internal sources of capital to finance its growth. Micro businesses are noted for their ability to adapt to changes because the decision process is not complex, and the owner-manager does not need anyone's permission to adapt to change. They are also noted for greater use of local raw materials, simplified record keeping, and a good relationship with consumers, vendors, and employees.

This current Research aims to identify the critical success factors used in selecting the right vendor from a list of micro-business vendors. Some authors have identified several criteria for vendor selection, such as the net price, quality, delivery, historical vendor performance capacity, communication systems, service, and geographic location. These criteria are a crucial issue in the vendor selection process since they measure the performance of the vendors. According to Dickson (1966), criteria for critical success factors of vendors include Quality, Delivery, Performance History, Warranties & Claims Policies, Production Facilities and Capacity, Price, Technical Capability, Financial Position, and Procedural Compliance. Others include Communication systems, Reputation and Position in Industry, Desire for Business, Management and Organization, Operating Controls, Repair Service Attitude, Impression, Packaging Ability, and Labour Relations Record. The Government of Alberta (2021) explained that the Ministry of Infrastructure is responsible for leading the development of the provincial capital plan, which addresses the provincial infrastructure needs of Alberta's population and supports vital social programs services, and economic development. The Ministry designs builds, manages, and maintains government-owned and operated facilities and collaborates with other ministries to ensure that school and hospital infrastructure meets the needs of Alberta's population. Infrastructure provides accommodation services and manages an extensive portfolio of owned and leased facilities while maintaining fiscal accountability and optimizing value for Albertans.

## **Global practice of critical success factors in micro businesses**

### **Nigeria**

The International Labour Organization defines micro-enterprises as those having 1- 10 employees. At the 13th Council meeting of the National Council on Industry held in July 2001, micro businesses were defined to be an industry with an asset base of not more than \$3,000, excluding the cost of land, but including working capital and staff strength of not more than 10. According to Yinka Fisher, coordinator of the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in Lagos, in an interview with Daily Independent (2012), micro-businesses were defined as any enterprise employing between one to nine people and having a capital base of one naira to \$3,000 excluding the cost of land.

Generally, micro-businesses are usually associated with little capital outlay, minimal fixed assets, are highly localized in operation, and often with an unsophisticated management structure. It is actively managed by its owners, highly personalized, largely local in operations, of relatively small size within the industry, and largely dependent on internal sources of capital to finance its growth. Micro businesses are noted for their ability to adapt to changes because the decision process is not complex, and the owner-manager does not need anyone's permission to adapt to change. They are also noted for greater use of local raw materials, simplified record keeping, and a good relationship with consumers, vendors, and employees.

In most organizations, the cost of raw materials constitutes the main cost of a product; in some instances, it can account for up to 70% of the cost. In high-technology companies, purchased materials and services represent up to 80% of the total product cost. The raw material purchased for most micro-businesses constitutes 40-60% of the unit cost of a product. For large manufacturers, the cost of components and parts purchased from outside vendors may total more than 50% of sales. Thus, an insignificant savings in the cost of materials purchased from the right vendor may bring a considerable competitive edge in the marketplace by ensuring the maximum value of money expended by the consumers. The realization that a well-selected set of vendors can make a strategic difference to a firm's ability to provide continuous improvement in customer satisfaction drives the search for new and better ways to evaluate and select vendors.

Critical success factors on vendor selection among micro businesses in Akwa-Ibom State, Nigeria, were researched. To minimize risk in selecting the best vendor, then the right dimensions of critical success factors need to be employed by businesses at all levels. It was against this that the researcher carried out this study to examine the best possible ways of selecting vendors for a business and which of the critical success factors exert a greater influence on vendor selection for micro-businesses in Akwa-Ibom State, Nigeria. The study was domiciled in purchasing and supply chain management, and the units of analysis were entrepreneurs operating micro-businesses in Akwa Ibom State, Nigeria. In Akwa Ibom State, there are about 447,589 micro businesses in operation, and given the largeness of the finite population, it would be impossible to carry out a study of the whole population. In conducting this study, a fully structured questionnaire was used as an instrument to gather information from the respondents. It consists of closed-ended multiple choice.

### **Australia**

The Australian Standard advocates disaggregating the relevant context into its logical elements before proceeding to risk identification. Establishing the context at strategic, operational, and process levels will ensure appropriate participation and enhance creativity, as it will allow a higher level of

engagement during the risk process. It also ensures the risk context and evaluation techniques are appropriate to the types of risks being considered.

As the procurement professional begins to engage with senior management concerning strategic procurement and complex procurement activities, consideration should be given, particularly as organizations are embarking on the risky journey to the use of risk management professionals. A risk management professional should be skilled in the application of the risk process, engagement with senior management, and facilitation of risk identification and assessment. To procure, there must be a:

**Buyer** - the organization is undertaking the procurement, including its internal environment of organizational roles, values, procedures, and systems. **Supplier(s)** - the organization(s) supplying what is required, including its relevant supply chain and sub-contractors.

**Relationship** - the relationship between the buyer and its suppliers (including all its relevant legal, social, and commercial dimensions whether they are set out in formal contracts); and

**Environment**- the environment within which procurement takes place, including, for example, its relevant social, political, economic, regulatory, and physical dimensions (of which the physical infrastructure is an important part).

During the period of closing the Gap's implementation and challenges, the Government of Australia introduced social procurement policies to review the growing margin between Indigenous and non-Indigenous people in Australia. It introduced the Commonwealth Indigenous Procurement Policy (CIPP) in 2015 by the then-current national Indigenous Economic Development Strategy (IEDs) that set as a "priority for the Australian Government that Indigenous Australians can contribute to a stronger economy and achieve greater economic independence and security for themselves, their families, and their communities" (Australian Government 2011). The Closing the Gap framework has influenced subsequent policy and annual reporting against identified statistical "performance targets" is used to modify, introduce, or remove policy initiatives.

Australia's construction industry is a focus of Indigenous procurement policies because of its potential multiplier effect on other parts of the economy (Loosemore 2016), which would increase the impact of more employment and business opportunities for Indigenous peoples. In the research's opinion, Public Procurement in Alberta Infrastructure should imitate such a policy, which will increase critical success factors in vendor selection as there are lots of indigenous people in Alberta. It will strengthen the economy further, and they can leverage it. While social procurement has a long history going back to the nineteenth century (LePage, 2014), recent momentum has been added by legislation such as the UK's Social Value Act (2012) and new EU public procurement directives which form part of a series of policy developments to broaden public procurement criteria beyond cost. The US has long had legal requirements for firms to engage with disadvantaged groups when tendering for public contracts, and other countries like Australia are also experimenting with social procurement. They are introducing new policies and guidelines, such as the Federal Government's Indigenous Procurement Policy.

Communities can use the framework to assert their concerns with governments and contractors. This should leave communities in a better position to use the current infrastructure boom in Australia to ensure better training and employment opportunities for local people. Contractors can also use the framework to develop social procurement practices or evaluate their current work. For example, contractors can review the material and non-material resources their Indigenous procurement uses. This includes the training and employment opportunities they have provided, and the new networks and suppliers established in their supply chain.

## India

Selecting the best supplier is an essential and critical issue in creating an effective business relationship, and it helps to compete successfully (Kannan et al., 2013, 2014). To maintain a strategic competitive position (Chen et al., 2006), organizations must choose their suppliers by evaluating their performance under all three dimensions: economic, environmental, and social, commonly called the “triple bottom line”. Because suppliers are the triggers of the sustainable supply chain, procurement has shifted over the past few years from the single focus on economics to including environmental and social perspectives as well; all three focus areas may contribute to supply chain performance. In the triple bottom line (TBL) approach, the needs of stakeholders and investors are emphasized simultaneously, which tends to help the organization attain long-term corporate success.

To attain the strategic sustainability process, the focal organization needs to direct stakeholders’ interests toward economic, environmental, and social perspectives; their relationships must be managed effectively (Bansal, 2005; Sharma, 2002; Stubbs and Cocklin, 2008; Matos and Silvestre, 2013). In turn, organizations can more easily attain good value for their multiple stakeholders, who will then help the organization achieve a successful SCM. Alternatively, ineffective management of stakeholder relationships and sustainability practices leads to severe negative impacts on the bottom line, which, in turn, causes reputational damage for the focal firm.

During the supplier selection process, organizations consider many different success factors/criteria, such as price, quality, flexibility, and so forth. Because sustainability plays a vital role in the long-term success of the SCM, the purchasing process becomes more complicated when environmental and social aspects must be included. To establish good long-term relationships with their suppliers, companies consider many critical success factors (CSFs) in their decision-making process. Owing to this necessity, multi-criteria decision-making (MCDM) methods have been developed to support the decision-maker. Decisions can be classified as either strategic or tactical depending on the time perspective of the required consequences (Ishizaka and Nemery, 2013).

**Sustainable supplier selection:** Sustainability management has become mandatory and essential for firms to increase the efficiency of their SCM. To enhance their competitive advantages, organizations are motivated to select more suitable suppliers for their products (Baskaran et al., 2012). In addition to seeking a more vital economic basis, environmental regulations and social responsibilities pressure an organization’s stakeholders. Sustainability cannot be seen as a responsibility undertaken by a separate entity; instead, it must be considered and followed by each supply chain entity starting from the suppliers and extending to top-level management. While doing a sustainable supplier selection review, most literary works did not consider all three dimensions (economic, environmental, and social) for sustainability attainment. Instead, they addressed either ‘economic and environment’ or ‘environment and social’ or ‘environment’ or ‘social’ only. Some examples of such works are as follows. Baskaran et al. (2012) evaluated Indian textile suppliers using sustainability criteria. They categorized suppliers into three categories: ‘good performer,’ ‘moderate performer,’ and ‘performance not up to expectation’; they used the grey approach to evaluate the suppliers. One limitation of this study is that they utilize only five social and environmental criteria for their evaluation. Goebel et al. (2012) explored the ethical and cultural factors that influence purchasing behaviour and supply management regarding supplier selection’s environmental and social criteria. Based on the stakeholder theory, Ehr Gott et al. (2011) addressed a firm’s social sustainability issue when selecting suppliers for an emerging economy.

## **Tanzania**

E-procurement trends in the global marketplace have been highlighting successes and challenges for the past 20 years. These trends are identified in private and public organizations.

The utilization of e-procurement in public organizations has been increasing internationally whereby many countries have adopted and efficiently implemented e-procurement. As a result, experienced procurement professionals involved in the e-procurement process must be well-versed in all aspects of electronic procurement's aims, technological methods, and its effects. Most African countries have progressed to regulatory changes and the practical introduction of online procurement. In Kenya's public sector, for example, many public organizations have sought to adopt e-procurement using various approaches since 2017. The government of Tanzania has taken some steps to improve the procurement service of the public organization, including the introduction of the Public Procurement Policy of 2012, Public Procurement Act of 2004 and its regulations of 2004, Public Procurement Act of 2011 and its regulations of 2013, and establishment of Public Procurement Regulatory Authority, Public procurement Management Information System, Electronic Transaction Act 2015, Cyber Crime Act 2015, Installation of East Africa Submarine Cable System (EASS), Public Procurement Portal and mobile phone tender alert. Recently, it has established the Tanzanian National eProcurement System (TANePS) because it is required by procurement legislation to make Tanzania's public procurement procedures easier. It provides a safe, participatory, and dynamic environment to conduct all types of procurement. Despite the efforts made by researchers in developed countries, in developing countries, including Tanzania, the situation is different due to little information on the success factors of implementing e-procurement. Regarding success criteria, there are several areas where appropriate outcomes will put a company in a competitive position in terms of performance. Several requirements must be met for any public sector procurement initiative to succeed. In an international publication on adopting e-procurement in Japan, Gunasekaran and Ngai (2008), state that these variables must be addressed for efficient eProcurement implementation in a company. One of the variables is user acceptance of new information systems. When making this decision, consider the quality of the information obtained, the trust in the new systems, the perceived risks, the skills of the staff and the training they would require the organization's top management's support, and the benefits of implementing the new system and continuous assessment of the benefits, benchmarking and compliance with best practices, and factual selection of e-procurement solutions (Mahmood, 2010).

According to this hypothesis, information technology like e-procurement may increase public procurement performance. According to this idea, electronic procurement methods have been used and implemented because of the support systems that were accessible. A new way of doing things is more likely to be adopted if successful variables such as technology, organizational, and individual aspects exist. Adopting a new concept is very challenging, even when it offers benefits. Diffusion Research Centre on how and why innovations are accepted at varying speeds is the primary issue of innovation diffusion research. Every day, the concept of e-procurement develops thanks to innovations that encourage value chain partners to continue utilizing it, such as developing new payment services. These partners must constantly innovate for the organization to remain viable. To enhance services and keep consumers, eProcurement solutions must be creative.

## **Jamaica**

Realizing value from information and communication technology (ICT) in procurement in developing countries is complex due to diverse stakeholders and intertwined procurement processes. Governments in developing countries operate amid complex societal and infrastructure challenges (Ahmad, Aljafari,

and Venkatesh, 2010). International organizations continue to raise concerns about the limited progress in tackling many societal and infrastructure challenges, such as corruption. The government of Jamaica faces many similar challenges, such as lack of transparency, absence of accountability structures, and limitations in external and internal infrastructure (see Deng, 2018; Venkatesh et al., 2010). In providing essential services (Srivastava and Shainesh, 2015), all of which influence the effectiveness and efficiency of government operations. The procurement department in the Government of Jamaica has reported late payments to contractors, credit issues, and high inventory costs as consistency issues.

E-government refers to the use of information and communication technology (ICT) to enhance access to and delivery of all areas of government services and operations, including procurement operations, for the benefit of its stakeholders. Many governments worldwide pursue e-government initiatives to digitize their operations and, ultimately, improve their efficiency and effectiveness. As for procurement operations, Concha *et al.* (2012) describe e-procurement as an essential component of e-government initiatives as it enhances transparency and efficient vendor relationships to (a) ensure fairness of contractors (Wu and Wang, 2010) and (b) safeguard public resources. With the excellent value of e-procurement in providing information cues to all stakeholders, the Government of Jamaica aspired to improve the effectiveness and efficiency of its public procurement services by 2030. Researchers, however, agree that realizing value from ICT-enabled interventions and e-government initiatives in developing countries is difficult. Unexpected mechanisms, such as positive or negative sentiments about the e-government initiative, could emerge to facilitate intervention success. However, with societal and infrastructure challenges, Jamaica will still operate like a developing country.

A study on e-procurement systems in Caribbean countries noted that Jamaica is attempting to catch up with other countries to fully automate its procurement processes and offer more interactive websites (Concha *et al.*, 2012). We leverage insights on developing countries and societal challenges to guide our examination of the success/failure of the e-procurement system in Jamaica. As an ICT initiative in developing countries, e-government delivers all facets of government services and operations for the benefit of diverse stakeholders such as citizens and businesses (Deng *et al.*, 2018; Srivastava *et al.*, 2016; Zhao, 2011). E-procurement generally incorporates a wide range of processes, such as supplier selection via tendering or reverse auctions, order placement, order fulfillment, payment, and settlement (Rai, 2006). Other relevant views classify e-procurement into six forms: electronic ordering/maintenance, web-based enterprise resource planning, electronic sourcing, electronic tendering, electronic reverse auctioning/electronic auctioning or combinatorial auctions, and electronic informing.

As e-procurement digitizes processes between businesses and governments, both parties are expected to realize value due to transparency and reduced manual work (Sambasivan *et al.*, 2010). For instance, supplier selection is conducted through platforms or electronic marketplaces (Rai, 2006), where suppliers attempt to create competitive offers. Suppliers realize the value of fair participation (Wu and Wang, 2010), which has implications for developing and maintaining trust in governments. Trust has been identified as a critical factor in online environments (Cheung and Lee, 2006; Elbeltagi and Agag, 2016; Sang *et al.*, 2009), and e-procurement is not an exception. Governments realize the value in terms of reducing search costs and developing efficient relationships with suppliers. Realizing and assessing value from e-procurement in developing countries is, however, challenging because e-procurement involves (a) many intertwined processes and stakeholders (Brown et al., 2018) and (b) complex societal challenges and infrastructure limitations. For instance, culture shock is a powerful barrier because stakeholders feel threatened by change initiatives initially designed for Western contexts (Venkatesh et al., 2010). Hence, more recent studies examined how different dynamics

associated with change are managed in developing countries. For instance, McGrath (2016) examined an e-government initiative supporting identity verification in three developing countries. There were fears about security and misusing data that could translate into resisting enrollment in and using the identity verification system. The experience of the government of Jamaica reflects a rich context that resembles experiences studied in the context of other developing countries.

### **United States**

The occurrence of COVID-19 has impacted the wide-reaching dimensions of manufacturing, materials, procurement, management, etc., and has loaded disruptions in the wide range of supply chain (SC) activities. The impact of COVID-19 has twisted supplier performance and influenced stakeholders' thinking towards selecting supplier sources and making strategic sourcing decisions for the convinced arrangement of construction management (CM) resources.

Today, the construction of buildings, structures, and public projects is the need for national development and to make modern life possible (Wakchaure and Jha, 2012; Cengiz et al., 2017). The same is also needed for the speedy expansion of urban and rural areas, but that depends on the availability of construction resources and the development of civil engineering technologies. Presently, COVID-19 has impacted the broad spectrum of Supply chain activities and has influenced the suppliers' reimbursements and stakeholders' attention towards them. Wide ranges of Supply Chain activities under production, manufacturing, and distribution are affected by COVID-19. Today, the stakeholders are attentive to selecting the right supplier to receive construction resources swiftly, to avoid delays and overruns in construction projects. Positively, the suppliers are also attentive to deploying effectual strategies for grabbing potential opportunities from the stakeholders and compensating for the loss received in the COVID-19 scenario. Thus, the present study is conducted to demonstrate multiple decision attributes (MDA) for selecting supplier sources based on performance score via decision support framework (DSF) under the post-COVID-19 scenario. In today's era of business globalization, stakeholders are focusing their attention on grabbing expected products and services with quality, quickly and cheaply. Correspondingly, it is required by organizations and suppliers to design their supply chain operations under a power range. Today, it is needed to devise novel concepts to support the potential capacity of organizations to satisfy the highly volatile market demands in the least time and cost (Zavadskas et al., 2008; Palaneeswaran and Kumaraswamy, 2003). Additionally, to avoid delays, it is always required to state and evaluate the status of suppliers, resources, and materials, and that becomes more significant due to the inclusion of COVID-19. The COVID-19 scenario has majority impacted supplier revenues due to a reduction in demands, reduced stakeholders' income, and money in the pocket of the stakeholders (Farooq et al., 2021; Pamucar et al., 2022). COVID-19 has changed the intention of the stakeholders (Majumdar et al., 2021) towards investing their money and stakeholders are nowadays investing money in primary needs rather than secondary needs because of COVID disruption.

It originated from the supplier source selection measures and elementary dimensions that determine the efficacy of Supply Chain strategies and the success of organization trade. Thus, there is an emergent need to rethink the supplier selection dimensions in the post-COVID-19 pandemic (Sarkis et al., 2020). Accordingly, wide extents of literature are evaluated in the present study under the domain of supplier selection to understand crucial aspects of construction project works. Supplier selection and evaluation decisions are significant in SCM and own multiple aspects, which need to be identified and appraised for accounting effectual profits, saving in revenues, and executing hassle-free work (Sahu et al., 2023). Suppliers play a significant role in the success of the supply chain (Yadav and Barve, 2018; Faisal et al., 2017).



Supplier evaluation is a complex process, and their appropriate selection is paramount for completing any construction project under predefined time, cost, quality, and safety. It is instigated that the supplier source selection measures can entail efficacy in whole SC deeds and that too are needed to rethink in the COVID-19 pandemic to authenticate the success of organization goals. The best supplier should be loaded by numerous decision aspects and characteristics. Additionally, potential investments of time and cost are required in construction work and that can be achieved by selecting competent subcontractors and suppliers.

### **Canada**

Construction SCM refers to the management of complex systems in which the performance relies on a set of hundreds of decisions delivered by multiple independent firms. Suppliers are the key actors connected by interfaces of knowledge transfer, information exchange, and financial and contractual relationships. Actors in the construction industry usually focus on their benefits. Thus, the lack of collaboration causes many problems in communication and information sharing with others. Lack of information sharing in the construction network is a critical problem, and it is a significant source of delays, errors, and duplications in construction project management (Xue et al. 2005).

SCM concept has especially attracted the attention of engineering firms since it benefits companies with waste reduction, productivity increase, cost, and time reductions. As a result, SCM has been applied in the construction sector for various projects: buildings, roads, and hydropower construction (Liu et al. 2017). Numerous studies tried to identify enablers to the success of a construction SC project. Previous studies seem to support “Supply Chain integration” to become the key enabler that contributes to construction SC performance. However, since fragmented and adversarial relationships characterize construction industry, some authors warn that SC integration is not always “best practice” that can solve all troubles (Briscoe and Dainty 2005; Bankvall et al. 2010). Akintoye et al. (2000) recognized that collaboration between SC actors in construction projects could enhance procurement and construction planning. Lonngren et al. (2010) pointed out success factors for SC alliance including central coordination among actors using decentralized task management, suitable IT solutions, and trust-based partnership. Meng et al. (2011) developed a framework to assess construction SC relationship maturity based on assessment criteria in eight clusters: long-term strategic procurement, common long-term objectives, long-term trust, problem-solving focused culture, full information sharing, continuous learning, risk allocation, and continuous improvement.

### **Conclusion**

In many projects in many countries, there are bound to be critical success factors and they have much impact on vendor selection. For instance, in Nigeria, Australia, India, Tanzania, Jamaica, the United States, and Canada there are critical success factors in micro businesses just as it may happen in other countries globally. The critical success factors include the work sequence with a timeline that an individual can demonstrate in his/her plan to meet the project timeline. As it is the work sequence with timeline includes strict adherence to the project scope, provision of the project timeline, evaluation of the procurement document, milestone, selection of the right procurement strategy, preparation of work sequence document, and many more. It is also true that the consultant’s deliverables have a remarkable impact on the overall project timeline. Other critical success factors include but are not limited to the similarity in a reference project done by the proponent. Appropriate project management strategies are good enough to optimize scope, time, cost, quality, performance, etc. very vital in this direction. Critical success factors have an impact on vendor selection due to the increasing stakeholder’s

expectations, leading to the competitive environment of today in which margins of error have become smaller.

### Recommendation

1. In any procurement project in any country there should be an understanding of the fact that critical success factors have a remarkable correlation with vendor selection. Hence, they should consider such components of the work sequence with timeline and the consultant's deliverables very important.
2. As is unanimously agreed by experts, irrespective of the country, it is good for the managers to use scope, budget, experience, project methodology, evaluation scope, project goal, size, quality, capacity, and many more in a reference project done by the proponent.

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