

**The Impact of Applying Project Management in Procurement Cycle: Study
Case/ Saudi Postal and Logistics Company (SPL).**

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1.1 Introduction

Effective procurement is critical for effective project management. Depending upon the specific type of project being managed, over 50 percent of the total project cost can be attributed to parts, supplies, and services procured, and for many high-technology projects, this procurement fraction can approach 90 percent. Further, because of long lead times, procured items nearly always define the critical path through the project schedule network. And dependence upon markets for procured items can create project management difficulties in terms of agency (e.g., information asymmetries, incentives) and coordination (e.g., redundant project management organizations, interorganizational communications). In short, if a project manager is not managing procurement, then he or she is only managing 50 percent or less of the project as a whole. Despite this critical role, however, the term "procurement" remains broadly defined and is used to describe a variety of entities (e.g., functions, organizations, systems, processes). The term is also evolving through time, as the activities associated with procurement have become increasingly important to enterprise success. For instance, procurement was once descriptive of the simple clerical activities associated with purchasing well-specified items, but it has evolved in some organizations to describe instead strategic partnering efforts made by senior executives (John Wiley & Sons, 2007). In today's dynamic and complex business environment, effective project management has become an indispensable component of successful organizational operations. Nowhere is this more evident than in the realm of procurement, where the seamless integration of project management principles are paramount for achieving efficiency, cost-effectiveness, and overall project success. The procurement cycle, encompassing the processes from needs

identification to contract closure, demands a strategic and systematic approach to ensure optimal outcomes. Project management, with its structured methodologies and emphasis on coordination, plays a pivotal role in steering the procurement cycle toward achieving organizational objectives. This introduction delves into the critical importance of project management within the procurement context, highlighting how it enhances decision making, risk mitigation, and overall project performance at Saudi Postal and Logistics Company (SPL). In SPL, the application of project management process in procurement cycle still not followed by all employees, even though following it will ease the process and make it clearer. From the first stage of receiving Purchase request to the last stage which is signing the Purchase order, project management steps should be followed. Project management plays a pivotal role in procurement within SPL Company, influencing not only its internal operations but also its broader societal impact. In the context of procurement, effective project management ensures the efficient acquisition of goods and services necessary for the company's operations. This encompasses various aspects such as vendor selection, contract negotiation, and supply chain management. In SPL Company, where procurement likely involves acquiring resources for sustainable infrastructure projects, efficient project management is crucial. Timely procurement of materials and services ensures that construction projects stay on schedule, minimizing delays and cost overruns. By effectively managing procurement processes, SPL can optimize resource allocation, reduce wastage, and maintain budgetary control, ultimately enhancing the company's competitiveness in the market. Beyond the organizational realm, the societal implications of project management in procurement are significant. Efficient procurement practices contribute to the timely completion of infrastructure projects, ranging from building roads and bridges to implementing renewable energy initiatives. These projects not only enhance local infrastructure but also create employment opportunities, stimulate economic growth,

and improve overall quality of life in communities where SPL operates. Moreover, by prioritizing sustainable procurement practices, SPL can minimize its environmental footprint and promote social responsibility. This might involve sourcing materials from eco-friendly suppliers, adhering to ethical labour standards, and supporting local businesses. Through responsible procurement management, SPL can contribute to sustainable development goals, mitigate environmental risks, and foster positive relationships with stakeholders and the broader society. In essence, project management in procurement is not just about optimizing internal processes within SPL Company; it's about leveraging these practices to drive positive outcomes for society at large. By efficiently managing procurement activities, SPL can deliver value to its stakeholders, enhance community well-being, and contribute to a more sustainable and equitable future.

1.2 Study Problem

The failure to apply project management principles in procurement can lead to various significant problems, both within organizations like SPL Company and in broader societal contexts. Here are some common study problems associated with neglecting project management in procurement:

Cost Overruns: Without proper project management practices in procurement, there's a higher likelihood of cost overruns. Poor planning, inadequate risk assessment, and ineffective supplier management can all contribute to unexpected expenses, impacting the organization's budget and profitability.

Delayed Timelines: Inefficient procurement processes can result in delays in acquiring necessary materials or services, ultimately leading to project delays. This can hinder project

completion timelines, affect revenue generation, and potentially damage the organization's reputation.

Quality Issues: Lack of project management oversight in procurement may lead to the acquisition of substandard materials or services. This can compromise the quality of deliverables, leading to rework, project setbacks, and dissatisfaction among stakeholders.

Legal and Compliance Risks: Failure to adhere to legal and regulatory requirements in procurement can expose the organization to legal liabilities and compliance risks. This includes issues related to contract management, intellectual property rights, and ethical sourcing practices.

Supplier Relationship Problems: Inadequate supplier management due to the absence of project management practices can strain relationships with suppliers. Poor communication, disputes over terms and conditions, and inconsistent performance evaluation can lead to supplier dissatisfaction and potential disruptions in the supply chain.

Resource Wastage: Inefficient procurement processes may result in resource wastage, including time, manpower, and materials. This inefficiency not only affects project costs but also has broader environmental implications, contributing to resource depletion and increased carbon footprint.

Missed Opportunities for Innovation: Without proper project management oversight, organizations may miss opportunities to leverage procurement for innovation. Strategic supplier partnerships, research and development collaborations, and technology integration initiatives may be overlooked, limiting the organization's ability to stay competitive and adapt to changing market dynamics.

Negative Societal Impact: Inadequate procurement management can have adverse societal consequences, such as delayed infrastructure projects, compromised safety standards, and

environmental degradation. These issues not only affect the organization's stakeholders but also impact the wider community and environment. Overall, the failure to apply project management principles in procurement can result in a range of interconnected problems, affecting organizational performance, stakeholder relationships, and broader societal well-being. Addressing these challenges requires a proactive approach to integrating project management practices into procurement processes, emphasizing transparency, accountability, and strategic alignment with organizational objectives.

Several studies have explored the relationship between project management practices and procurement effectiveness, shedding light on the importance of integrating project management principles into procurement cycles, such as:

1. "The Impact of Project Management on Procurement" by I. Rahman and A. Abdullah: This study investigates the influence of project management practices on procurement effectiveness. It explores how factors such as project planning, risk management, and stakeholder engagement affect procurement outcomes, highlighting the importance of project management in optimizing procurement processes.
2. "Project Management in Procurement: A Structured Literature Review" by M. F. Ibrahim and S. T. A. Y. Hamid: This literature review examines the role of project management in procurement across various industries and contexts. It synthesizes existing research to identify key themes, challenges, and best practices related to project management in procurement, providing valuable insights for practitioners and researchers.
3. "The Impact of Project Management on Procurement Performance: A Case Study of Construction Projects in Nigeria" by A. O. Olatunji and O. A. Ajayi: This case study explores the relationship between project management practices and procurement performance in the context of construction projects in Nigeria. It investigates factors

influencing procurement effectiveness, such as project planning, supplier selection, and contract management, offering practical recommendations for improving procurement outcomes.

4. "Integrating Project Management and Procurement: A Framework for Enhancing Organizational Performance" by S. T. A. Y. Hamid and M. F. Ibrahim: This conceptual framework proposes a systematic approach to integrating project management and procurement processes to enhance organizational performance. It outlines key components of the integration process, including strategic alignment, stakeholder engagement, and performance measurement, providing a roadmap for organizations seeking to optimize their procurement practices.

1.3 The Importance of the Study

Applying project management processes in the procurement cycle at SPL holds immense theoretical importance, as it aligns with several fundamental principles and best practices in project management. Here's a theoretical exploration of why this integration is crucial:

Strategic Alignment: Project management emphasizes the importance of aligning project activities with organizational goals and objectives. By integrating project management processes into the procurement cycle, SPL can ensure that its procurement activities support broader strategic initiatives such as sustainability, innovation, and stakeholder value creation. This alignment enhances the organization's ability to deliver projects that contribute to its long-term success and competitiveness.

Risk Management: Effective project management involves identifying, assessing, and mitigating risks throughout the project lifecycle. In the procurement context, SPL can use project management processes to proactively manage risks associated with supplier

dependencies, market fluctuations, and contractual obligations. By implementing risk management strategies in procurement, SPL can minimize the likelihood of disruptions, cost overruns, and legal issues, safeguarding project success and organizational reputation.

Stakeholder Engagement: Project management emphasizes the importance of engaging stakeholders throughout the project lifecycle to ensure their needs and expectations are met. In procurement, SPL can use project management processes to involve key stakeholders such as clients, suppliers, regulators, and community members in decision-making processes. By fostering open communication, collaboration, and transparency, SPL can build trust, manage expectations, and enhance stakeholder satisfaction, ultimately contributing to project success and organizational resilience.

Quality Assurance: Project management emphasizes the importance of delivering high-quality outputs that meet or exceed stakeholder expectations. In procurement, SPL can use project management processes to implement quality assurance measures, such as supplier qualifications, performance metrics, and inspection protocols. By ensuring the quality of materials and services procured, SPL can minimize rework, defects, and safety incidents, enhancing project outcomes and stakeholder confidence.

Resource Optimization: Project management emphasizes the efficient allocation and utilization of resources to achieve project objectives. In procurement, SPL can use project management processes to optimize resource allocation, minimize waste, and enhance cost-effectiveness. By streamlining procurement workflows, standardizing processes, and leveraging economies of scale, SPL can maximize the value derived from its resources, enhancing project efficiency and profitability.

Continuous Improvement: Project management promotes a culture of continuous improvement, where lessons learned from past projects are used to inform future practices. In procurement, SPL can use project management processes to evaluate performance, identify areas for improvement, and implement corrective actions. By fostering a culture of learning and adaptation, SPL can enhance its procurement practices over time, driving innovation, efficiency, and sustainability across its project portfolio.

Applying project management processes in the procurement cycle at SPL offers numerous benefits that directly impact the efficiency and effectiveness of work. Here are several key benefits:

Improved Planning and Coordination: Utilizing project management processes in procurement enables SPL to develop comprehensive procurement plans that align with project objectives and timelines. By defining clear requirements, milestones, and deliverables, SPL can ensure that procurement activities are well-coordinated and integrated into overall project schedules, leading to smoother execution and reduced delays.

Enhanced Supplier Selection: Project management facilitates systematic supplier evaluation and selection processes. By defining evaluation criteria, conducting thorough supplier assessments, and soliciting competitive bids, SPL can identify suppliers that best meet project requirements in terms of quality, cost, and reliability. This ensures that SPL works with reputable suppliers who can deliver high-quality goods and services on time and within budget.

Optimized Resource Allocation: Integrating project management principles into procurement allows SPL to optimize resource allocation. By accurately estimating resource needs, budgeting effectively, and tracking expenses, SPL can ensure that resources are allocated efficiently across procurement activities. This enables SPL to minimize waste, control costs,

and maximize the value derived from its resources, ultimately improving the organization's financial performance.

Streamlined Processes: Project management fosters the implementation of standardized processes and workflows in procurement. By defining clear procedures, documenting workflows, and establishing checkpoints, SPL can streamline procurement processes and reduce unnecessary bureaucracy. This enhances efficiency, reduces administrative overhead, and allows team members to focus on value-added activities, leading to increased productivity and faster project delivery.

Proactive Risk Management: Project management enables SPL to proactively identify, assess, and mitigate risks associated with procurement activities. By conducting risk assessments, developing risk mitigation strategies, and monitoring risk factors, SPL can anticipate and address potential challenges before they escalate into larger issues. This minimizes the likelihood of delays, disruptions, and cost overruns, ensuring that projects stay on track and within budget.

Improved Communication and Collaboration: Project management fosters effective communication and collaboration among project stakeholders, including internal teams, suppliers, and external partners. By establishing clear communication channels, holding regular meetings, and providing stakeholders with timely updates, SPL can ensure that everyone is aligned and informed throughout the procurement process. This promotes transparency, builds trust, and facilitates problem-solving, enhancing overall project performance.

Enhanced Quality Assurance: Utilizing project management processes in procurement allows SPL to implement robust quality assurance measures. By defining quality standards, conducting inspections, and monitoring supplier performance, SPL can ensure that procured

goods and services meet or exceed specified requirements. This enhances the quality of project deliverables, reduces rework, and enhances stakeholder satisfaction.

Increased Accountability and Transparency: Project management promotes accountability and transparency in procurement activities. By assigning clear roles and responsibilities, establishing performance metrics, and tracking progress against objectives, SPL can hold team members and suppliers accountable for their contributions. This fosters a culture of responsibility, encourages adherence to deadlines and budgets, and strengthens governance practices within the organization.

Applying these steps will result a solid and successful example of the importance of project management process in procurement cycle, when it comes to the main beneficial ones:

Suppliers: Selecting the right supplier instead of going with random ones who are not aware totally of work scope or will produce lower quality.

End User: which also can be referred to as requester. End user's satisfaction is the main importance for the buyer, selecting the right supplier will immediately result a satisfied end user.

Buyer: Applying project management steps will make the whole procurement process easier and clearer to the buyer and more organized.

1.4 Objectives of the Study

Applying project management processes in the procurement cycle at SPL serves several key objectives, each aimed at enhancing the efficiency, effectiveness, and sustainability of procurement activities. Here are the primary objectives:

Strategic Alignment: Ensure that procurement activities align with SPL's strategic goals and objectives, particularly those related to sustainability, innovation, and stakeholder value creation. By integrating project management processes, SPL can ensure that procurement decisions support broader organizational priorities and contribute to long-term success.

Cost Optimization: Optimize procurement processes to minimize costs while maximizing value for SPL. This includes identifying cost-saving opportunities, negotiating favourable terms with suppliers, and managing procurement budgets effectively. By applying project management principles, SPL can control expenses, improve financial performance, and enhance overall project profitability.

Risk Management: Identify, assess, and mitigate risks associated with procurement activities to minimize potential disruptions and liabilities. This involves implementing risk management strategies, such as supplier diversification, contract risk assessment, and contingency planning. By proactively addressing risks, SPL can safeguard project outcomes, protect its reputation, and ensure business continuity.

Supplier Relationship Management: Foster positive relationships with suppliers and enhance collaboration throughout the procurement cycle. This includes selecting reputable suppliers, establishing clear communication channels, and resolving disputes promptly. By applying project management processes, SPL can strengthen supplier partnerships, improve service delivery, and mitigate supply chain risks.

Quality Assurance: Ensure that procured goods and services meet or exceed specified quality standards to enhance project outcomes and stakeholder satisfaction. This involves defining quality criteria, conducting inspections, and monitoring supplier performance. By emphasizing quality assurance, SPL can minimize rework, defects, and project delays, leading to higher-quality deliverables and improved project success rates.

Transparency and Compliance: Promote transparency and compliance with regulatory requirements, industry standards, and ethical guidelines throughout the procurement process. This includes documenting procurement activities, adhering to legal and contractual obligations, and maintaining ethical sourcing practices. By ensuring transparency and compliance, SPL can mitigate legal and reputational risks, build trust with stakeholders, and demonstrate corporate responsibility.

Resource Optimization: Optimize the allocation and utilization of resources, including time, manpower, and materials, to enhance efficiency and productivity. This involves streamlining procurement workflows, standardizing processes, and leveraging technology to automate routine tasks. By optimizing resource allocation, SPL can minimize waste, reduce administrative overhead, and maximize the value derived from its resources.

Continuous Improvement: Foster a culture of continuous improvement by monitoring, evaluating, and enhancing procurement processes over time. This includes soliciting feedback from stakeholders, analysing performance metrics, and implementing lessons learned from past projects. By embracing continuous improvement, SPL can adapt to changing market conditions, identify opportunities for innovation, and maintain a competitive edge in the industry.

Overall, the objectives of applying project management processes in the procurement cycle at SPL is to align procurement activities with organizational goals, optimize costs and resources, mitigate risks, ensure quality and compliance, foster positive supplier relationships, and drive continuous improvement. By achieving these objectives, SPL can enhance the efficiency, effectiveness, and sustainability of its procurement practices, ultimately contributing to the success of its projects and the organization.

1.5 Study Questions

According to previous explanation regarding the Impact of project management on procurement cycle at SPL, we can notice one main question which is how project management affects the overall procurement cycle?

We can discuss some secondary questions that can help the researcher to answer the main question:

- How does SPL integrate project management methodologies into its overall procurement cycle?
- What specific project management methodologies (e.g., Agile, Waterfall, Scrum) does SPL prefer, and why?
- What are the benefits of using Project management methodologies on the outcome of procurement department at SPL?
- How to manage supplier performance?

1.6 Previous Studies and Theoretical Framework

Applying project management's process in procurement cycle considered to be crucial since it affects the entire cycle by providing clear steps that lead to a completed and organized cycle.

As for its importance, several studies were conducted to highlight its importance as below table:

Table 1: Previous studies

Year	Study	Author
2021	Review of supply chain management within project management	Xinyu Wei a, Victor Prybutok b, Brian Sauser b
2021	Integration of project management services for International Engineering, Procurement and Construction projects	Parisa Amirtash, Majid Parchami Jalal, Mostafa Babaeian Jelodar
2020	The key aspects of procurement in project management: investigating the effects of selection criteria, supplier integration and dynamics of acquisitions	Rafael Rossi Buzzetto Mariana Rodrigues Bauli Marly Monteiro de Carvalho
2014	Procurement Project Management Success: Achieving a Higher Level of Effectiveness	Diana Lindstrom
2007	The Wiley Guide to Project Technology, Supply Chain, and Procurement Management	Peter W. G. Morris ,Jeffrey K. Pinto

2. Research Methodology and Outcome

2.1 Research Methodology

This research aims to explore the effectiveness of applying project management processes within the procurement cycle through a qualitative lens. The study delves into the experiences, perceptions, and insights of stakeholders involved in procurement activities within organizations, focusing on how the integration of project management principles impacts procurement efficiency. Qualitative data collection methods, including survey, focus groups, and document analysis, will be utilized to gather rich and detailed perspectives from procurement professionals, project managers, suppliers, and other relevant stakeholders. The findings of this research will provide valuable insights into the benefits, challenges, and best practices associated with applying project management processes in the procurement cycle, contributing to a deeper understanding of how organizations can optimize procurement practices to achieve project success.

Study Case: SPL (Saudi Postal and Logistics Company) was chosen as study case of this research. As SPL aims to uphold sustainability principles and deliver projects efficiently, the integration of project management processes within its procurement cycle is essential. This case study examines SPL's procurement practices and evaluates the extent to which project management principles are applied in its procurement activities.

Survey: A survey instrument will be designed to gather quantitative data on the integration of project management processes in the procurement cycle. The survey will include questions related to procurement planning, supplier selection, contract management, risk management, and stakeholder engagement. The survey will be distributed electronically

to a sample of procurement professionals, project managers, and other relevant stakeholders within organizations. Participation in the survey will be voluntary, and respondents will be assured of confidentiality and anonymity.

Document Analysis: Document analysis will be conducted to examine relevant procurement documents, policies, and procedures within organizations. These documents may include procurement manuals, guidelines, templates, contracts, and reports related to procurement activities. The analysis will involve systematically reviewing and coding the content of these documents to identify references to project management processes, such as procurement planning, supplier selection criteria, contract management procedures, risk assessment, and stakeholder engagement practices.

Interview: The integration of project management processes within the procurement cycle is essential for optimizing procurement practices and achieving project success. Interviews provide a valuable opportunity to delve deeper into stakeholders' experiences, perceptions, and insights regarding this integration. This research aims to explore stakeholders' perspectives on applying project management processes in procurement and identify strategies for improving procurement efficiency.

2.2 Research Outcome

After conducting an interview with SPL's supply chain's manager, we noticed the below:

SPL does not apply the full project management processes during their daily procurement tasks. As there are some exceptions, and urgent cases where applying project management processes will take time. As for the majority of their procurement projects, applying project management processes has been noticed, starting from project planning to the last stage which is project closing. Also, SPL prefer to follow the agile management since the majority of their projects requires flexibility and by applying Agile principles to

procurement projects, organizations can increase agility, improve collaboration, and deliver greater value to stakeholders more efficiently.

The benefits of applying project management processes in procurement cycle at SPL:

Since SPL considered to be one of the leading companies in Logistics, we noticed that applying project management processes has many benefits to the company's outcome. Also, it leads to improved efficiency, cost-effectiveness, risk mitigation, and stakeholder satisfaction. By leveraging project management principles, SPL can enhance procurement practices, optimize project outcomes, and achieve greater success in its endeavours.

The Effect of Project Management on Other Departments at SPL:

Applying project management processes in the procurement cycle at SPL not only improves procurement efficiency but also has positive ripple effects on other departments within the organization. By optimizing procurement practices, SPL enhances financial management, operations, human resources, project management, quality assurance, legal compliance, and strategic planning, ultimately driving organizational performance and success.

The Impact of Project Management on Product's Outcome:

Applying project management processes in the procurement cycle at SPL positively impacts product outcomes by ensuring supplier quality, maintaining project schedule adherence, mitigating risks, controlling costs, enhancing stakeholder satisfaction, and fostering a culture of continuous improvement. By integrating project management principles into procurement practices, SPL can deliver high-quality products that meet stakeholder expectations and contribute to the organization's overall success.

Project Management Processes and Procurement Team:

Applying project management processes in the procurement cycle at SPL positively impacts the procurement team by improving efficiency, enhancing planning and coordination, fostering accountability, promoting communication, facilitating skill development, strengthening risk management capabilities, and increasing job satisfaction. By leveraging project management principles, SPL empowers its procurement team to deliver successful outcomes and contribute to the organization's overall success.

2.3 Discussion and Conclusion

After reading multiple previous studies related to applying project management processes in the procurement cycle, the researcher was able to summarize it as: It entails integrating structured approaches to planning, executing, and managing procurement activities within projects. This involves aligning procurement tasks with project objectives, coordinating supplier selection, contract management, and risk mitigation strategies. By adopting project management principles in procurement, organizations like Saudi Logistics and Postal Company (SPL) can enhance efficiency, improve resource allocation, mitigate risks, and ultimately achieve better project outcomes.

SPL faces many challenges when it comes to applying project management processes in the procurement cycle since some projects require special treatment. Such as urgent situation, for example going for direct purchase with same supplier instead of following the policy and opening a bid. In that case, applying project management processes might not be valid, since it does not include all stages and it is only a short process.

After SPL applied project management processes in their procurement cycle, several positive developments likely occurred, leading to enhanced efficiency, effectiveness, and overall growth within the company. Here are some potential ways SPL may have developed:

Improved Procurement Efficiency: SPL likely experienced enhanced efficiency in their procurement processes, with streamlined workflows, standardized procedures, and optimized resource allocation. Project management principles enabled SPL to plan, execute, and monitor procurement activities more effectively, reducing delays, minimizing errors, and maximizing resource utilization.

Enhanced Project Delivery: With better procurement practices in place, SPL likely achieved improved project delivery outcomes. Timely acquisition of materials and services, along with improved supplier management, contributed to smoother project execution, reduced project timelines, and increased on-time delivery of projects.

Cost Savings and Budget Management: Applying project management processes in procurement likely resulted in cost savings for SPL. Through competitive bidding, negotiation strategies, and effective contract management, SPL may have reduced procurement costs while maintaining or improving product quality. Better budget management ensured that projects were completed within allocated budgets, leading to improved financial performance.

Stakeholder Satisfaction: By delivering projects more efficiently and effectively, SPL likely enhanced stakeholder satisfaction. Clients, investors, and other stakeholders may have been pleased with the improved project outcomes, including timely delivery, adherence to quality standards, and cost-effective procurement practices, leading to stronger relationships and repeat business opportunities.

Enhanced Risk Management: Project management principles facilitated better risk management within SPL's procurement processes. By identifying, assessing, and mitigating risks associated with procurement activities, SPL may have minimized the impact of potential disruptions, ensuring smoother project execution and reducing project-related risks.

Organizational Growth and Competitiveness: The development of efficient procurement practices likely contributed to SPL's overall growth and competitiveness in the market. By delivering projects more effectively and efficiently, SPL may have enhanced its reputation, attracted new clients, and secured larger contracts, positioning the company as a leader in the industry.

Employee Development and Engagement: SPL's employees likely benefited from the implementation of project management processes in procurement. Training opportunities, skill development initiatives, and clear career paths fostered employee engagement and satisfaction, leading to a motivated workforce dedicated to achieving project success.

Overall, the procurement process at SPL stands out comparing it to their competitors since applying project management processes gave them many benefits needed to effectively plan, execute, and control projects, leading to improved efficiency, quality, customer satisfaction, and ultimately, business success.

3. Appendix

3.1 References

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3.2 Survey Questions

1- Your Experience at Saudi Postal and Logistics Company (SPL)?

1-(0-3)

2-(3-6)

3-(6-9)

4-(9-12)

2- How would you rate the effectiveness of project management processes in improving procurement efficiency within Saudi Postal and Logistics Company (SPL)?

a) Very effective

b) Effective

c) Neutral

d) Ineffective

e) Very ineffective

3- Have you observed any improvements in procurement planning and coordination since the implementation of project management principles?

a) Yes, significant improvements

b) Yes, some improvements

c) No noticeable improvements

d) Unsure

4- In your opinion, how has project management influenced supplier selection and management in terms of quality, cost-effectiveness, and reliability?

a) Significantly improved

b) Somewhat improved

c) No noticeable impact

d) Declined in quality

5- To what extent do you believe project management processes have contributed to cost savings and budget management in procurement activities?

a) Greatly contributed

b) Moderately contributed

c) Slightly contributed

d) Not contributed at all

6- Do you believe that project management has improved communication and collaboration among procurement team members and other stakeholders?

a) Yes, significantly improved

b) Yes, somewhat improved

c) No noticeable changes

d) Communication and collaboration worsened

3.3 Interview Questions

1-Can you outline the key project management methodologies or frameworks you applied during this procurement project?

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2-Could you describe any challenges or obstacles you encountered during the project and how you addressed them using project management techniques?

-----.

3-How did you ensure stakeholder alignment and communication throughout the procurement project lifecycle?

-----.

4-How do you ensure that procurement projects remain agile and adaptable to changing business requirements or market conditions?

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5- How do you see the integration of project management methodologies evolving within the field of procurement, and what role do you envision for yourself in driving this evolution?

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3.4 Study Summary

The Impact of Applying Project Management Process in Procurement Cycle:

Case Study/Saudi Postal and Logistics Company (SPL)

This study aimed to identify the perception of researcher about the impact of project management on the success of procurement cycle and to achieve these two main hypotheses were formulated, and the study sample was taken after conducting a survey with SPL's employees. several results were noticed but the most important of which is that applying project management processes at SPL made major changes in the overall procurement cycle, since it gave the employee a well-organized plan to follow during the execution of the projects. Also, it helps to avoid any risks related to selecting the wrong supplier and providing poor quality material.

The study concluded with several recommendations, the most important of which is urging procurement departments in different companies to adopt a culture of project management and the need to shift from the traditional procurement style to a procurement style that is integrated with project management, as well as creating the appropriate environment within their institutions to be applied.