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“STRATEGIC PROCUREMENT’S INFLUENCE ON CONSTRUCTION PROJECT SUCCESS OF GRANNA.COM”



By:

Student Names: Emaan Shahzad , Muhammad Salman Asif, Emaan Fatima

Student Enrolment Nos.:01-111221-146, 01-111221-160, 01-111221-222

(Bachelor’s / BBA)

Supervisor:

Capt.Munawwar Ahmed

Marketing and Business Department

Bahria University – Islamabad Campus

Semester: 8th - Year: 2025



Company name: Granna.com
Address: Primary Office (Headquarters)
Blue Area, Islamabad,
44000, Pakistan.

Date 12 December 2025

To Whom It May Concern

This is to certify that this project report, entitled "Strategic Procurement's Influence On Construction Project Success of Granna.com" by Muhammad Salman Asif (01-111221-160), Emaan Shahzad (01-111221-146) and Emaan Fatima (01-111221-222), submitted in partial fulfilment of the requirements for the degree of Bachelors of Business Administration from Bahria University. Islamabad Pakistan, during the academic year of 2025, Is a bonafide record of work carried out under my permission and guidance This certificate is issued on the specific request of the students and issued without any risk and responsibility on part of the company.

HR MANAGER:

Faisal khan

Blue Area, Islamabad

info@graana.com

111-555-555



DEDICATION

This final year project is dedicated to ALLAH ALMIGHTY for showering His mercy and guidance all along this academic journey .

We also dedicate this project to our parents and teachers whose mental support, motivation, encouragement, and wisdom have played a vital role in fulfilling this work.

Finally, we dedicate this project to those students who are striving for knowledge and innovation reminding us that hard work always led to meaningful achievements.

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EXECUTIVE SUMMARY

Procurement has evolved into strategy for quality improvement and production cost cutting to increase efficiency. Construction sectors contribute a significant percentage to the GDP of any country as it is second largest sector in Pakistan economy after agriculture . Strategic procurement practices are more interconnected and dynamic networks. In Pakistan, construction industry has been understudied and still relying on traditional procurement methods and practices. The objective of this research work is to scrutinize the key aspects of strategic procurement, correlation between them and strategic procurement and on project success in construction industry of Pakistan. This study is conducted through a broad survey of construction industry and focus is made on factors shape the procurement decision. This study sampling including site engineers, project managers , safety officer , skilled and unskilled labor . using convenient sampling only 15 participants were selected to provide in-depth details with the help of semi structure interview, surveys and onsite observation while secondary data was collected from the company guideline, current industry reports and earlier research were also utilized for the outcomes.

This current study provides step by step guide regarding construction process. Strategic procurement was identified as a crucial link between supply chain management and success of the project, availability of materials , quality maintain and maintain cost control. To address different challenges faced by Granna.com various innovative solution was implemented like strengthening the planning system of procurement , improving supplier performance and selecting, adapting new technologies involving AI tracking system and handling the contract management. These finding explain the positive impact on different areas like finance, time, quality and cross department communication leading to reduce cost , enhanced quality , better relationship with the vendors, error free documentation and more excellent project delivery. This research summarizes that strategic procurement act as an important driver within the construction project success. It ensures that on time project delivery , trustworthy vendor accountability and collaborated team work elevates the project quality . As our research is based on small sampling and single company, this study has real life insight and functional framework which other construction company might need to balance their procurement process and finding of project delivery. Overall Granna.com solved their regularly faced problem just by shifting the procurement from reactive to collaborated and automated tech driven system.

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CHAPTER 1: INTRODUCTION:

1.1 COMPANY BACKGROUND:

The days of hunting real estate consultants from street to street are long gone thanks to **GRAANA.COM**, which revolutionized Pakistan's real estate search into an online journey. One of its builders, Shafiq Akbar, was the source of the spirit. In a state of intense building turmoil, Akbar had massive ambitions and was determined to bring sales of homes into the realm of the internet while sustaining honesty and integrity. He brought his passion home and revolutionized the hometown sector with greater ethics and transparency after spending 15 years establishing solid respect through pondering in UK manufacturing. In addition to that, he outlined a scheme for bolstering Pakistan's real estate sector through tapping into the network of IMARAT Group. Graana entered the realm with an ambitious initiative to transform norms through the deployment of new technology usage throughout the entire country.

Right now, IMARAT ranks among Pakistan's top housing developers, running several key developments at once. Take Golf Floras, for example: high end homes paired with Mall of Arabia, set to become the nation's first themed shopping hub and major landmark. Another prime spot is Builders Mall, a single location which delivers services for international lodging corporations and additionally offers every kind of construction supplies needed by enterprises. Hardly been overlooked is Amazon Outlet Mall, which has been credited as Pakistan's first warehouse-style mall. IMARAT's target audience has begun to shift toward luxury stays, acquiring well-known brands like Courtyard and Residence Inn by Marriott on the roster thanks to a robust collection of resources. In the decades to come, company hope to open over ten retail locations from these international brands throughout the country alongside to approximately about thirty options for micro or mid-scale resorts.

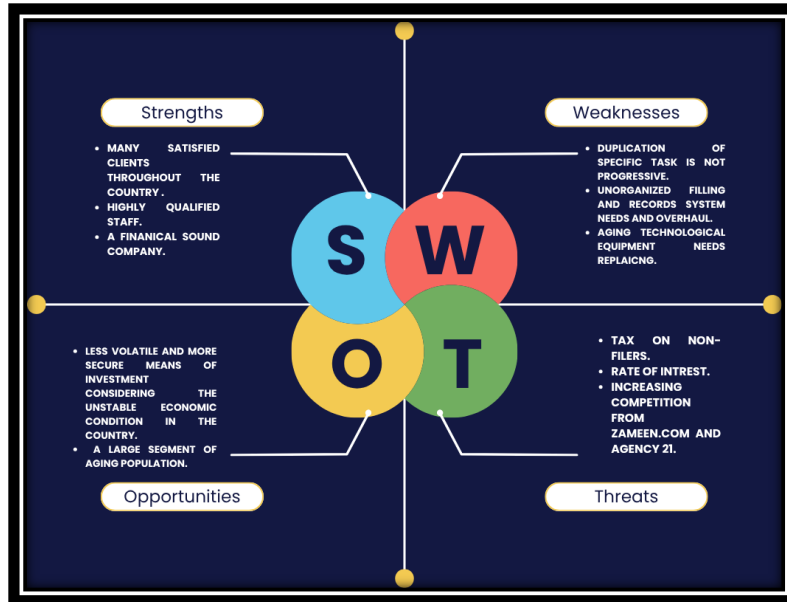


Figure 1.1:SWOT Analysis of Granna.com

1.2: TOPIC OVERVIEW:

Being able to provide infrastructure, properties, and utilities that satisfy the patron's aspirations retains the underlying objective of the construction sector, regardless of its intricate nature growth over the span of a decades. Observing Pakistan current condition of construction sector which has been facing reoccurring issue of material delays, price hikes due to financial instability and unpredictable quality of standards applying and aligning the system with this target has become exceedingly difficult. Any interruption has an immediate impact on productivity, project cost, and potential monetary damages given that time is still an exceptionally vital component and agreements have rigid start and closure time limits. Holdups are particularly deleterious for the reason cost estimation techniques include prepayment or cost per unit are reliant on how long an installer anticipates the work to entail. Materials, machinery, and labor must arrive at the site precisely when necessary to allow development to be economical. Fortunately, the entire procedure frequently faces obstacles by Pakistan's blurred supply chains: fluctuating material costs, divergent supplier schedules, and poor manufacturer coordination commonly lead to delays and inferior goods. Historically envisioned as an easily completed order fulfillment and settlement procedure, procurement gradually turned into a strategic prerequisite. Mega-project expansion and digitally

driven property developers like Graana.com are encountering mounting strain to oversee their purchases systematically as punctual and top-notch extraction of resources ends up more challenging due to financial instability, erratic suppliers, and the absence of trained workers. The current research explores into the way Graana.com's total completion rate is influenced by effective budgeting decisions, primarily with reference to controlling delays, stabilizing costs, and enhancing supplier collaboration, in the overall picture of Pakistan's infrastructure issues. It explores on feasible approaches for boosting actual outcome for real estate developments through analyzing how procurement practices have an impact costs, quality, speed, and risk control. This information ought to serve Granna.com and others exploring improved results amid evolving customer needs with beneficial guidance.

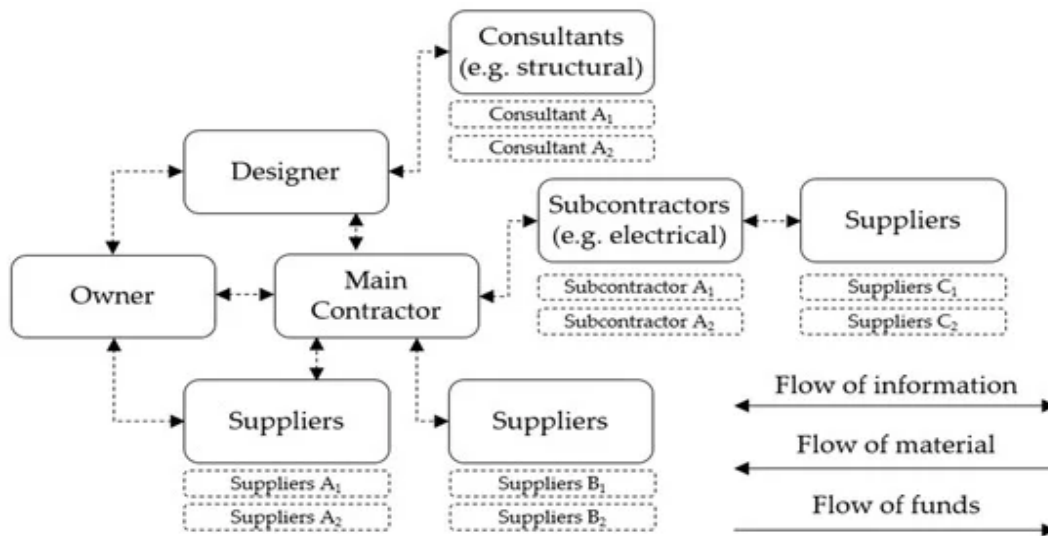


Figure 1.2: Internal and External Coordination model of GRANNA.COM

1.3: PROBLEM STATEMENT:

To boost the revenue, which constitutes the backbone of every company, the international marketplace necessitates the utilization of progressively specialized and technical ability. For all companies to succeed smoothly, acquiring must be deliberate. Establishing off jobs at Granna.com tends to hinge on the effectiveness of how the entire staff integrates acquiring operations like selecting vendors recruiting people or addressing third party help. If the procurement is not well

managed, it will endanger the firm's value approval process and focus leading to inadequacies that will expose its risks (Masiko, 2013). Nevertheless, several projects confront issues including postponed starts, additional bills, or sporadic results. Similar types of concerns often occur when expenditure choices aren't taken seriously. In some cases, agreements may fail to outline who performs what, partnerships may be chosen too swiftly without analyzing track records, or delivery might not reach their time frame. As a result, accomplishing objectives like maintaining budgetary constraints, adhering to deadlines, or maintaining exceptional standards could grow more problematic. To get past such barriers, Granna.com uses enhanced budgeting tactics like rigorous contractor inspections, stricter agreement management, and forthright communication with clients. The companies are striving to increase the profit margin through value addition in the processes. In these circumstances, corporations enjoy a higher probability of concluding construction endeavors profitably.

1.4: BROAD PROBLEM AREAS:

In construction industry of developed countries, intensive research is required in the field of procurement and its impact on the project success (Ofori, 1993). The research knowledge undertaken so far in this field has been failure because of poor performance in the construction projects in cost reduction, delivery management and attainment of quality standards (Ofori, 1993). With a few noteworthy exceptions, Pakistan's construction sector suffers from inaccessible, faulty, and redundant procurement regulations and practices. The successful completion of building initiatives is impeded by these redundant and faulty procurement techniques and procedures, which additionally end up in price hikes, construction holdups, and irregularities with standards of quality and safety.

Granna.com encounters an array of tricky issues whilst acquiring supplies, which undermines the finished product. Finding unsuitable suppliers repeatedly because of hasty assessments brings about wobbly quality and tardy delivery. Delays along with cost hikes are frequently triggered by equipment arriving overdue.

Defective contracts with ambiguous terms might lead to misinterpretations or lawsuits in the final phase of a project. Moreover, decisions regarding purchases occasionally occur on the last-minute

of the moment, inadequate forecasting for the future, and end up being functions that are knee-jerk rather than thoughtful. When groups as procurement, site managers, or vendors fail to remain in alignment, inconsistencies occur and causes shortcomings relating to different roles. Since there are antiquated methods that restrict analysis, scheduling supervision and budgets become an exercise in guesswork. Insufficient partnerships with vendors deteriorate self-assurance, making steady supply processes questionable. All these concerns cause budgets to increase dramatically, and Performance deteriorate when commitments are missed.

1.4.1: RISK FACTOR:

Real estate markets often shift from conservative housing supply toward opportunistic speculation when land is treated merely as financial investment. (David, 2012).

Putting funds in an initiative in an untenable position, such as numerous Bahria projects, could result in disastrous results rather than benefits. spite of remaining on demand, properties in these regions are frequently offered for sale for less than their original prices. Consequently, prior to executing an offer, consumers should thoroughly investigate an organization's history and credibility in the sector in question. Plots can nonetheless forfeit money if they choose to exist in unplanned or terribly mapped locations, despite having the advantage that they are normally considered to be trustworthy choices and on rare occasions alluded to as an investor that does not ever fail out. Businesses like AAA and Zeem destroyed tremendous amounts of money by fumbling contracts and shipments. On a global scale the custom of creating residences up instead of digging them out has begun to gain popularity currently as well. Pakistan's expansion and prosperity have been driven by major urbanized ideas via Dubai and Qatar, with major foreign companies like DHA committing large investments in skyscrapers, retailing centers, and commercial premises. In furtherance to being considerably economically feasible, these newly built buildings should have access to different house restaurants, clinics, and schools all under one roof. While testing with affordable possibilities like countryside homes, Granna's range, consisting of Amazon, Florence, and IR Vertical, blends in seamlessly with this upward trajectory. Granna prides itself by supplying property statistics online and upholding optimism earned over almost decade of satisfied consumers, while others, like Zameen.com or Giga, adhere to outdated tactics.

1.4.2: TRANSPARENCY COMPROMISED:

Specific data is frequently skipped over in real estate transactions, affecting buyers both funds and security. Inevitably, builders fail to hand over important information like licenses, land ownership, or the precise state of work. When secrets continue to remain under wraps, consumers invest without comprehending the potential hazards involved, which may end up in delayed transfer of ownership, stalled initiatives, or the demise of entire business enterprises. For instance, employees at AAA or Zeem suffered significant losses because of inadequate records, chaotic files, and misguided team synchronization. Programs go over schedule, extravagantly priced, or poorly constructed because manufacturers frequently conceal how they select employees, purchase supplies, or deal with relationships with third parties. This diminishes belief in real estate markets and adversely impacts investors' profits. However, Granna.com distinct itself by being transparent, honest, and trustworthy the entire stage. For the sake of keeping participants entertained they broadcast stuff from land agreements and licenses to the source of goods and when items appear. Granna's preserved broad avenues for interaction for over 20,000 delighted customers over the span of almost ten years in all aspects of financial planning and negotiation.

1.4.3: INACCURACY OF DATA COLLECTION:

Well, if individual who fell into the trap of various property agent who chased the wrong data creates a significant harm in building and real estate industry and can damages the country reputation globally .Decisions swiftly sail off route and diminish cash reserves when the demands of the project, market dynamics, budget predictions, or consumer data originate from fraudulent, obsolete or deceptive sources. Shareholders might buy property in an inflated, undesirable region if residential project is anticipated utilizing misleading demand or estimation figures, thus will squash projected sales thereby destroying revenue. These high-cost errors most often emerge when designers rely on middlemen who function in a secretive format, ignore latest figures, or concentrate on preconceptions as opposed to confirmed evidence. In the overall marketplace, a lot of brokers and minor real estate brokerages remain operational with no web presence, lacking consumer history, unreliable adverts, or even false paperwork. Furthermore, plenty of companies

doesn't have basic privacy protection system which results in leaking the client data to abuse or illegal access. This makes things much easier to feed the false information to become widespread and at the end consumer faces the risk. But Granna.com is quite trustworthy in this scenario and providing testimony by their own clients. . To get rid of errors in information, the network integrates authenticated computerized user details, ongoing analysis of markets, and comprehensive reliability of sources assessments. It preserves readily available posting past transactions, securely monitors communication with customers, and ensures that all documentation, especially pricing, demand trends, and profitability of projects, is underpinned by real, current statistics. Graana.com shields customers, minimizes risks related to projects, and encourages superior, rational decisions in the fields of construction and real estate by merging verifiable ideas alongside systematic assurance. Every action is connected to reliable, up-to-date information. This fosters investor trust and supports projects' steady growth.

1.4.4: ADHERENCE TO TECHNOLOGY:

These days, implementing technology keeps teams highly precise, rapid, and accessible at every stage of renovation and commercial property projects. Granna.com features Building Info Models (BIM) to demonstrate projects clearly, ERP setups to handle resources efficiently, and CRM platforms which keep information about customers confidential and interactions alive. Businesses that lack the use of digital technologies frequently wrestle with frantic interactions, incorrect updates, monetary spills, and tardy completion. likewise, the continuous surveillance, drone surveys, and live widgets aid in tracking the progress of projects while vigilantly monitoring quality. During the epidemic of viruses, a vivid example surfaced when numerous building contractors were forced to schedule activities under curfew limits. Even with disconnected personnel, enterprises which previously employed cloud hubs like BIM 360 or online buying networks remained conducting business well. In the intervening time, those who persisted surviving solely on paper records and site assessments gained major postponements and monetary consequences. By incorporating these modifications, Granna.com guarantees efficient processes, reliable information, and smooth communication among branches, clients, and vendors,

transforming the company into an ambitious company shaped by sophisticated instruments rather than outmoded norms.

1.4.5: SUPPLIER SLELECTION:

Choosing vendors involves identifying who delivers whatever it is a firm requires, such as goods, elements, or expertise. Graana.com is an affiliate of the IMARAT Group, which is widely recognized for large building initiatives including Amazon Cullet Mall, Golf Floras, and Mall of Arabia. Materials of excellent quality are required for these kinds of tasks. Graana leverages multiple vendors for merchandise, infrastructure, and assistance rather of relying exclusively on one supplier. MOOO1 and other Turkish brands are among the named collaborators. They can be found in closets, bathrooms, kitchens, and other spaces. JS Builders engages closely with building enterprises that are selected for assignments sites. In this time frame, dealers offering tiles, doors, windows, bathroom fittings, kitchens, and other items are to be gathered in IMARAT's new platform. Negotiations were previously entered into for inviting prominent companies from around this globe to this shopping center. Granna guarantees authenticity by examining supplier verification and prior deliveries while establishing mutual trust among both domestic and international partners. In these circumstances, projects remained uninterrupted.

1.4.6: Lack of Stakeholder Involvement:

Although the firm oversees massive, intricate construction projects with investors, officials, builders, and customers, crucial people may not be engaged sufficiently. Thus, if regional organizations or city agencies have been excluded during preliminary planning, licenses may be stalled, or public acceptance may wane. ample evidence that parties regularly get incorrectly included. Example: the CEO of Granna.com argued in his speech that Pakistan's real estate sector suffers from red tape, poor data sharing, and little participation from impacted parties when creating policies. Poor development, insufficient yields on investments, unclear subsequent sale terms, and difficulties in communication amongst parties are common objections. Meaningful affiliation continues to feel superficial, regardless of the organization's assertions to have

developed a CC digital system and to collaborate closely with all parties. Genuine detail has yet to be there throughout all actors, which is especially critical at the present stage for tackling complications, reimbursement issues, and gaps in accessibility; alternatively, an improved systematic and fair method of involving investors during decision-making must be implemented.

1.4.7: Contract Management:

Though Graana typically manages large projects for both residential and commercial clients, sticking on deadline, within budgetary constraints, and reaching contract standards is not usually straightforward. If negotiations with vendors fail to function properly, complications arise that include confusion, bottlenecks, or conflicts; ambiguous documentation or insufficient penalty details make matters worse. Graana might employ an electronic system that automatically tracks each contract, modification, and deadline regarding this. Clear instructions, assurance of quality procedures, deadlines, penalties, and the timing of payments must all be stipulated in agreements. The business claims that to settle its disputes more quickly, it has collaborated with the International Dispute Resolution Institute (IDI) and uses strategies for mediation permitted by the ADR Act of 2017. In an endeavor for preventing wobbly transactions, they urge honesty in marketing and support statements with actual audits. Effective supervision and integrity were pointed out as essential qualities in their 2022 ESG report. nonetheless, a lot of web-based customer complaints demonstrate that offered outcomes diverge from the fact, and numerous clients discover it challenging to redeem refunds, resell, or even claim what was pledged.

1.4.8 Inference Of Stated Issues:

Graana's biggest issue was handling coordination plus day-to-day operations. Poor checks on suppliers hurt product standards along with oversight. Bad contract handling damages reputation bit by bit. Minimal stakeholder input means less teamwork, also delayed decisions pile up risks. Broken processes open doors to legal trouble and money problems.

CHAPTER 2: Relevant Studies and Theories:

2.1: Introduction:

Construction sector in Pakistan has played a huge role in economy revival and job facilitation and is 2nd largest sector after agriculture but due to some economic factors and political instability the construction companies in Pakistan suffer from high inflation, erratic supply chains, substandard quality controls, and low levels of technology. By reason of , there is raising requirements for strategic procurement to boost performance. This work involves comprehend the research about the impact of procurement on project delivery. Furthermore , this chapter provides the complex analysis to simplify the primary purpose of this research.

2.2: Theoretical Foundations :

2.2.1: Resource-Based View (RBV) :

The Resource-Based View states that a company achieves a competitive edge when the company can develop in-house capabilities that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). the procurement has become strategic leading player in success of any business project and is considered as the important player in any organization globally. The global market demands implementation of more focused and advance skills to increase the profit which is core of any organization If the procurement is not well managed, it will endanger the firm's value approval process and focus leading to inadequacies that will expose its risks (Masiko, 2013).For construction firms such as Granna.com, that are under extreme cost constraints due to Pakistan's inflationary pressures and political instability, Procurement capabilities boost efficiency and optimize resource allocation. It provides the basis for Resource based view , which sees procurement as a strategic function that impacts project outcomes, not just an operational task.

2.2.2: Supply Chain Integration Theory:

(Flynn et al., 2010) describes that supplier Integration highlights the need for common goal , communication efficiency , and effective information transmit to every member and different levels of suppliers in order achieve higher performance levels. In construction projects,

procurement functions are the representative to multiple participants , such as contractors, subcontractors, material suppliers, and project teams. Poor communication and lack of coordination increases delays, disrupts schedules, and degrades quality standards . Granna.com faces challenge with supplier delays and poor communication and price fluctuations which are compatible with the theory suggesting that early supplier involvement, real time communication, and connectivity with suppliers increase the value to projects.

2.2.3: Transaction Cost Economics (TCE):

Transaction Cost Economics aims to understand and reduce the costs of procuring at the available resources e.g., uncertainty, opportunism from suppliers, and inefficiencies in contracting (Williamson, 1985). In underdeveloped country like Pakistan, we constantly suffer from price fluctuations , unreliable supplier , raw materials quality compromised , and weak contract enforcement laws enhances the project risks. This theory explains why strategic procurement is needed . To minimize uncertainty and prevent cost overruns, it is important to promote precise and unambiguous contracting, honest tender evaluation, and long-lasting connections with suppliers. The concept directly addresses the specific shortcomings found at Granna.com, such as mounting expenses, uncooperative suppliers, and obstacles with synchronization.

2.3: Empirical Literature About Strategic Procurement and Success of the Project :

2.3.1: Sustainable Procurement and Performance (ScienceDirect, 2019):

The 2019 ScienceDirect Studies established substantial links between project accomplishment and ethical procurement procedures . In many countries the construction industry has, however, attracted criticism for inefficiencies in outcomes such as time and cost overruns, low productivity, poor quality, and inadequate customer satisfaction (Egan, 1998, SOU, 2000, Yasamis et al., 2002, Chan et al., 2003). Cost stability, quality of materials, energy savings, and the final product are among the domains that procurement action have control over, argues the study. According to the study, enterprises that embrace smart environmentally friendly procurement procedures have better material utilization, fewer delays, and less workarounds.

Relevance To Granna.com:

- 1: The procurement of sustainable goods is crucial due to Pakistan's slumping economy.
- 2: Granna.Com, which is standing still with quality criteria for assessments of suppliers, likewise shows quality shortcomings.
- 3: Sustainable production that offers the desired accuracy may eliminate supplier delays.
- 4: Granna.Com has an absence in digital procurement systems, which the study supports.

2.3.2: Strategic Procurement Practices in Construction (Emerald BEPAM, 2024):

Things that cannot be measured cannot be improved (Wubishet, Citation2004). Similarly, performance evaluation is at the heart of continuous improvement (Ali et al.,2013. It can be seen from the present research that the performance of construction projects has gone up substantially and that this has been made possible through a strategic purchasing approach that insists on supplier networking, electronic procurement systems, mitigation of risks contracts, and performance measurements. According to the study, procurement must actually no longer be viewed as an activity that involves transactions but rather as an essential service that supports the organization satisfy its goals over the long term.

This Relates to Granna:

- 1: Technological procurement methods deal with the insufficient use of modern technology by businesses, which is the associated significance regarding Granna.com. The study's conclusion that transferring risk agreements might boost validity matches up with delays caused by suppliers.
- 2: Greater integration and efficiency tracking lead to cost optimization.
- 3: The performance-oriented decision regarding vendors is in accordance with the enhancement of quality.
- 4: The BEPAM study's primary emphasis is particularly advantageous for this research since it conveys current details concerning how procurement influences project success.

2.3.3: Procurement Challenges and Project Outcomes (Emerald JFMPC, 2016):

According to JFMPC (2016), the main winding issues with building material procurement are rising costs, delays, inadequate supplies, and insufficient communication. According to the study, the most obvious decline of the endeavor is triggered by weak funding systems, which include poor supplier assessment, low accountability, and lack of teamwork.

Relevance to Granna.com

- * There are coincidences between cost pressures and Pakistan's economic situation and price instability outcomes.
- * Granna.com's quality-related issues have been linked to the research's concerns about limited choice of vendors.
- * The study on vendors issues with performance is in accordance with supplier delays.
- * The study's reliance on gaps in communication seems to correspond with poor communication among the procurement departments. This study offers strong empirical evidence for examining Granna.com's acquisition procedure.

Method	General Goals	Utilization conditions and advantages	Possible risks
General contracting	Design and construction developed separately by a design team and a contractor.	- High degree of certainty. - Quality increase. - Construction under a detail project design.	-Depends on constraints and uncertainty levels: Cost, time, omissions, extra works, quality.
Design and build	Design and construction developed by the contractor	- Maximum price guaranteed; - Scope, functionality and quality are specified. - Recommended for high level uncertainty	- Higher costs than in the competitive market; - Quality of project design; - Omissions and Project conclusion; - Initial time could delay final project,

Figure 2.3.3: Granna.com Procurement methodology

2.3.4: Holistic Procurement - Performance Integrations (Diva Portal, 2016):

To develop an effective framework, this thesis connects all aspects of cost, time, quality, innovation, and safety with the procurement of materials, construction, and services. The different kinds of bidding, forms of contracts, independent contractor selection, and supplier engagement are the procurement attributes that are examined. According to the study, procurement decisions

should be ready with the entire project's objectives through transparency, collaboration, and early contractor involvement.

Relation to Granna.com:

* The study's description of the lack of collaborative procurement is consistent with the lack of collaboration and exchange of information.

* Early suppliers commitment prevents supplier delays along with the duration of the project. Being open through the procedure for bidding brings about improved quality given that vendors are chosen in relation to their abilities.

- Granna.com's current need for economical acquisition since its persistent economic problems has been addressed by costing over the entire life cycle. The idea that procurement should be considered an essential domain of specialization has been confirmed by the unified system.

2.3.5: Procurement Methods and Performance of Construction (Ramabodu, University of the Free State):

Ramabodu showcases testimony in this study of the association between a building project's cost, timeline, and material quality and the procurement procedures used. The primary elements influencing accomplishment are planning for procurement, picking suppliers, interaction and tracking. While insufficient oversight results in degradation of quality and cost errors, inadequate procurement planning causes postponements.

Related to Granna.com:

These reports of unsatisfactory planning and coordination are backed up by delays among suppliers. The findings show that inaccurate assessment of suppliers has an impact on quality, and the studies illustrate that ineffective procurement coincides with cost constraints. Similar to the research on cooperation gaps, there are correlational gaps resulting from difficulties with communication. Ramabodu's preference for changing worldwide situations, such as Pakistan's construction sector, is especially essential.

2.4: Integration of Literature :

Strategic procurement is also crucial for enhancing outcomes on construction projects, as construction studies have shown. When everything is examined, the studies agree that procurement affects profitability in terms of cost, time, quality, and sustainable supplier engagement and reliability. The following literature deals with each of the shortages found by Granna.com: Granna.com's gap Research-Supporting Literature Budgetary restrictions Ramabodu, BEPAM, 2024, ScienceDirect, 2019 Devaluation of quality JFMPC, DiVA Portal, Ramabodu, 2016 Lag in suppliers Technology application: BEPAM, 2024, Ramabodu, DiVA Portal Limited Science Direct, 2019; BEPAM, 2024 Poor coordination DiVA Portal, Ramabodu, JFMPC, 2016 These results also imply that, despite extensive research around the globe, barely any statistical analysis has been done on the connection within purchasing strategies and the achievement of projects.

Chapter 3: Methods of Research

3.1: Overview:

The combined guidelines of the research procedure and suitable building processes are given in this chapter. To readers a thorough understanding as to how the research has been carried out as well as how construction practices were evaluated within the project context, both areas are brought together. The research design, population, sampling, and data collection techniques are addressed first in the chapter. Data analysis methodologies, concerns about ethics, authenticity, as well as accuracy come next. The building process, which includes design and planning, site preparation, structural work, finishes, and final inspection, will be addressed in the second half of the chapter. To enhance the clarity and practical relevance, examples have been utilized throughout.

3.2: Research Approaches:

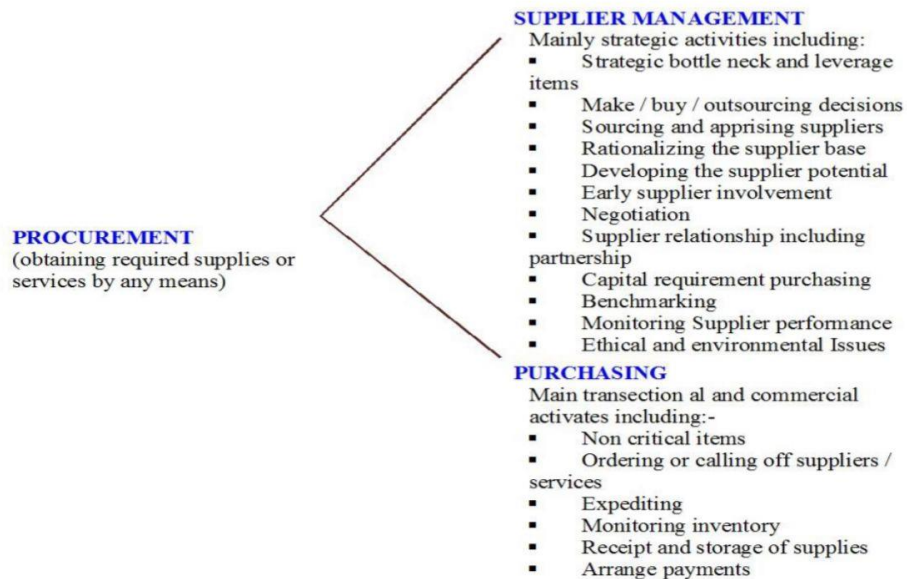


Figure 3.2: Research Approaches sourced from the library

3.2.1: Design of Research:

For this study, our group didn't rely on just one research method honestly, construction projects are far too messy and unpredictable for that. The research employed a census method due to the small size of the population, The study used both primary and secondary data. This project will use mix-method approach.

The former is in the form of words and subjective in nature. It endeavors to explain the nature of people and process and latter is related to numbers and collection of factual data with data analysis. Quantitative approach will be adopted for this research study.

Quantitative research methodology will be utilized to investigate the cognizance of project and procurement managers and their knowledge related to strategic procurement, procurement performance and mega-project success. Quantitative approach limits the type of answers due to objective in nature and compromise the response validity.

3.2.2: Sampling and Population Methods:

Both individuals and organizations who are involved in building endeavors compose the research's population. The total research population is 15-20 people which include: Site engineers, project managers, contractors, skilled and unskilled labor, safety officers, and supervisors . The study relies on hypothetical purposive sampling since time and practical limitations hinder access of the entire sample. Experience, topic significance along with accessibility were factors taken into thought when selecting participants. Suppose if the new mega project requires building a commercial plaza, the sample would be made up including of two project managers, three site engineers, five workers, and one procurement officer. This sample selection ensures that every employee who's representing the main function during construction are available for us to get deep insights for this research investigation.

3.2.3: Size of Sample/Population :

Sampling is the process of including a subset or set of events, persons or objects in a study in such a way that selected individuals, events, or objects show representation of whole family to whom

they belong (Mugenda & Mugenda, 2003). The sampling will be based upon convenient sampling. For Granna.com this investigation aims to collect 15-20 samples after contacting the manufacturing organizations and keeping in view the scope of this study.

3.2.4: Techniques for Gathering Data:

The data was collected through a structured interview with the industry expert. The interview was conducted in-person and lasted for approximately 50 minutes. The interview consisted of open-ended questions that were designed to elicit detailed responses from the expert. The questions covered topics such as the current state of the industry, trends, challenges, and opportunities. Our group also did site observation via cam-recorded video shown to us during interview and lastly; in order to show their honesty and confidentiality they even showed us their analytics of purchase and other paperwork related to their company.

- **Qualitative Approach:**

1. Primary Data (Original Information):

a) Semi-structured Interviews

Well, as mentioned above we had in person interview with the manager and it wasn't dull and unresponsive referring to our open-ended question instead it was loaded with their experience , discussing new trends in the market and current industry situation. The manager also shared their challenges and strategies used for overcoming them, opportunities industry has stored for future . the main important thing which was focused was how strategic procurement has been influencing the construction industry.

Example, we asked the manager:

“Whatever primary developments, barriers, and potential do you anticipate might impact whether the sector operates in the forthcoming years?”

The topic he focused was not only related to delays rather he addressed other things like tired workers, late materials, and even conflicts between teams. Type of stuff you won't be able to notice in a schedule report.

b) Surveys

The survey was inquiry based as they provide us statistical data which we required for this research according to our small sample size. Our survey included:

- Quick either yes or no question
- MCQS

These variables contributed to evaluating elements like:

- workforce shortcomings,
- lack of resources,
- and at what level they are obeying the protocol of safety

Surveys are wonderful for their ability to simplify intricate real-life issues into concise information that can be assessed.

c) On-site Observations:

The latter stage called for being actually present at the precise spot to witness all things: dust, vibrations, confusion, etc.

We examined:

- how the operation took place,
- how staff was organized,
- how equipment was employed,
- how commodities were preserved,
- and whether security protocols were genuinely obeyed to.
- Beyond that, experiencing something with your own sight may occasionally indicate far more than interview confess.

Furthermore, it made it quicker to ascertain how well what certain individuals were claiming and what was in fact happening coincided.

2. Secondary Information:

I was equipped to gauge genuine procedures with norms in the industry owing to these published sources such as :

- Development publications,
- Past investigations,
- Municipal development guidelines,
- Undertaking report notes,
- And business specifications were some those.

The information was served as a reference point, allowing us to find out whether or not the things I witnessed aligned with the generally accepted standards.

- **Quantitative Approach:**

well, our research uses a quantitative method as mentioned above to analyze the role of procurement real life practice , supplier role and their relationship with the company , and some other mechanism influencing company performance and innovation. Data was gathered from a close ended statements questionnaire/survey form which were then measured on Likert scale. That questionnaire basically focusses on different areas such as supplier cooperation, strategic procurement role and capabilities, data sharing, system integration and performance improvement. There was total 15 individuals and each participant were asked the similar questions to indicate their level of agreement with each question.

1:Likert Scale (Percentage Analysis):

The analysis shows that out of total 15 respondents, 9 respondents (60%) strongly agreed with our questions . This reflect that the employees are satisfied with the strategic procurement role in

enhancing the company performance and achieving their goals. Furthermore, 2 respondent(13.3%) stayed neutral , which can indicate that there limited involvement in procurement activities or there some uncertainty related to the findings of supplier’s practices, 4 respondents (26.7%) disagreed with the question which suggest that there a lot of challenges and issue regarding the implementation of procurement strategies and partnership .

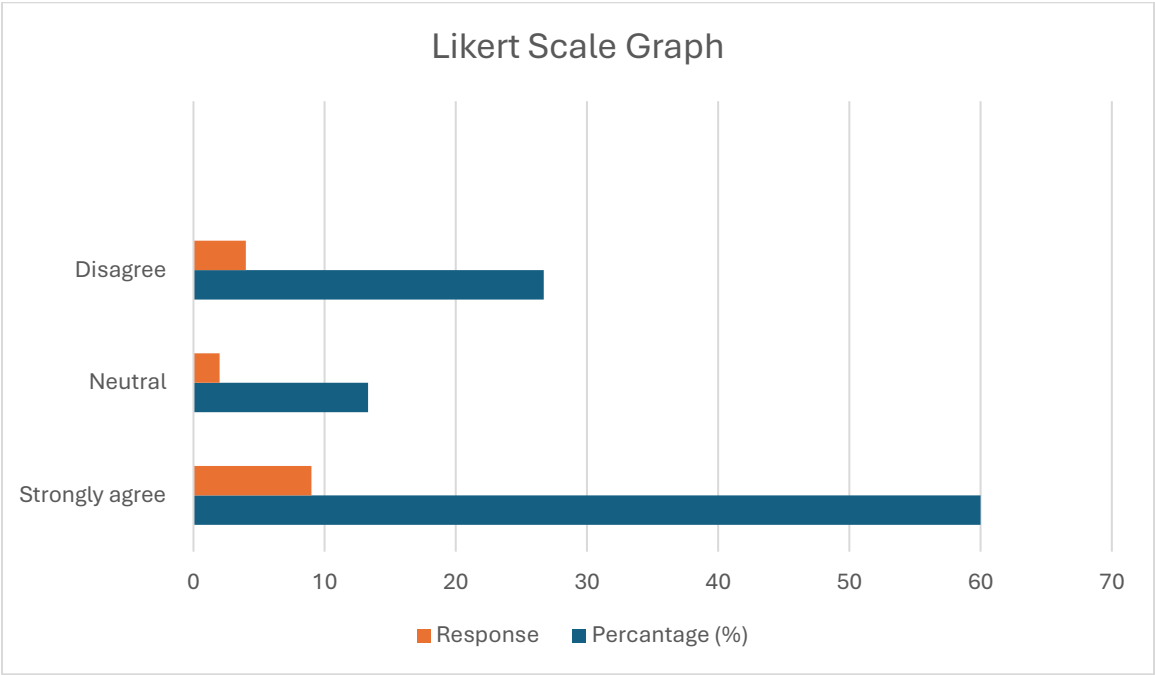


Figure 3.2.4: Likert Chart Analysis .

3.2.5: Data Analysis :

The data collected from the interview was transcribed and analyzed qualitatively. The transcripts were reviewed several times to identify patterns and themes in the expert's responses. The themes were then organized into categories to provide an overview of the expert's views on the industry.

1. Quantitative Analysis:

Interview and Surveys were used for the identification of the problems and areas which required a bit attention. Then graphs were formed based on the statics data provided based on worker safety risk, supplier delays and labor productivity and several factors that affect the construction industry.

2. Qualitative Evaluation:

Using this methodology, the recorded interviews were meticulously analyzed to find persistent issues, theories, and pattern associated with strategic procurement along with how it shapes the efficiency of an organization. With the goal to convey an in-depth analysis of the prospects and challenges that the industry faces in real-life situations, every aspect has been researched to discover its underlying roots, consequences and worth.

The study investigator was able to write down member feedback and thoughts through a thematic assessment, which also indicated prominent issues like insufficient staff effort, postponed shipment of materials, and factors determining procurement profitability. primarily being dependent solely upon numerical metrics, the study was capable of give insightful reasons and beneficial analyses by aggregating its findings into key themes, thus confirming that the results perfectly reflect the wide range and complexity of the volunteers' ideas.

3.2.6: Validity and Reliability:

while conducting the research methodology, numerous actions have been implemented that ensured both the accuracy as well as accuracy of the data. To guarantee equality and avert discrimination, all those taking the survey were given the same list of questions. A standardized approach was used to execute the semi-structured interviews, confirming that all interviewees responded to identical inquiries in an even manner. For the purpose of to safeguard accuracy and reliability, further information was collected as well from proven trusted sources. University advisers and business professionals validated the study measures in order to reinforce validity. The inspection considered the manner in which the questions targeted crucial operational factors like production obstructions, productivity in workflows, and delayed projects. In the case of when contractors responded to usual inquiries regarding the duration that it took for plaster to set, unanimous responses from all participants verified the dependability of the knowledge acquired. The above steps made it feasible for confidence that the outcomes were trustworthy, precise, and relevant.

3.2.7: Ethical Considerations:

The study adhered to ethical principles by obtaining informed consent from the interview participant. The participant was informed of the purpose of the study, their rights as a participant, and the confidentiality of the information provided. Data we collected was entirely for the academic purpose and it was well managed by securing it within the research department. Lastly, all the outcomes were delivered with no fabrication and manipulation of the provided information.

3.3: Proposed Procurement Solution:

3.3.1: Strengthening Procurement Planning:

As identified the structured procurement planning process is generated to ensure that material requirements, timelines, and budgets are properly defined before project execution. Historical project data is utilized for future forecast material demand and identify high-risk procurement items. Cross-functional coordination between procurement, project management, and finance departments is introduced to ensure alignment with project schedules and financial risk.

The Key actions include:

- Development of a procurement plan which is aligned with the project schedule
- Noticing of long-lead and high-risk materials early during process
- Quarterly procurement process review meetings with stakeholders
- Proper assignment of procurement roles and responsibilities

This solution reduces emergency purchasing, minimizes cost overruns, and ensures uninterrupted construction flow.

3.3.2: Supplier Selection and Performance Management:

Issue regarding Supplier delays and quality issues would be addressed through the introduction of a structured supplier evaluation and performance management system. Suppliers will be selected based on predefined criteria including quality compliance, delivery reliability, financial stability, and past performance. This approach ensures supplier accountability, improves material quality, and strengthens supply chain reliability.

3.3.3: Enhancing Contract Management and Governance:

In order to reduce disputes, delays, and errors, a standardized contract management system was proposed. Contracts clearly define scope, delivery timelines, quality standards, penalties, and payment terms. Digital tracking of contract milestones ensures transparency and compliance.

The key actions include:

- Set standard of contract templates
- Digitalization of contract milestones and deadlines
- Clear penalty and escalation clauses
- Training procurement staff on contract compliance and documentation

3.3.4: Adoption of Procurement Technology:

Technology integration was considered as a core enabler of strategic procurement. The transition from manual, paper-based processes to digital procurement platforms allows real-time visibility of procurement activities, inventory levels, supplier performance, and cost tracking.

The key actions include:

- Implementation of e-procurement systems
- Digital inventory and delivery tracking
- Automated approval workflows
- Data dashboards for procurement performance monitoring
- Technology adoption enhances data accuracy, reduces processing time, and supports informed decision-making.

3.4: Key Performance Indicators (KPIs) for Strategic Procurement Effectiveness:

To ensure that the proposed solutions are effective, a set of Key Performance Indicators (KPIs) has been developed. These KPIs basically assess procurement performance and its impact on project success.

3.4.1: Procurement Planning KPIs:

- Procurement Plan Accuracy (%) Measures the alignment between planned and actual procurement activities.
- Emergency Purchase Ratio (%) Percentage of unplanned purchases made during project execution.
- Material Availability Rate (%) Measures the availability of required materials at site when needed.

3.4.2: Supplier Performance KPIs:

- On-Time Delivery Rate (%) Percentage of supplier deliveries completed within agreed timelines.
- Supplier Defect Rate (%) Percentage of materials rejected due to quality issues.
- Supplier Performance Score Composite score based on delivery, quality, responsiveness, and compliance.

3.4.3: Cost Management KPIs:

- Procurement Cost Variance (%) Difference between budgeted and actual procurement costs.
- Cost Savings from Negotiation (%) Measures savings achieved through strategic sourcing and bulk purchasing.
- Inventory Holding Cost (%) Cost incurred for storing materials over a defined period.

3.4.4: Contract Management KPIs:

- Contract Compliance Rate (%) Measures adherence to contractual terms and conditions.
- Number of Contract Disputes Tracks procurement-related legal or operational disputes.
- Document Error Rate (%) Measures inaccuracies or missing contract documentation.

3.4.5: Technology and Process Efficiency KPIs:

- Procurement Cycle Time (Days)Time taken from purchase request to order completion.
- Automation Rate (%)Percentage of procurement processes handled digitally.
- Data Accuracy Rate (%)Measures reliability and consistency of procurement data.
-

3.5: Alignment of KPIs with Project Success:

The proposed KPIs directly link procurement performance with project success dimensions such as cost, time, quality, and coordination. Continuous monitoring of these indicators enables Granna.com to identify weaknesses, implement corrective actions, and achieve sustained improvement in construction project delivery

Chapter 4: Project Outcomes and Results:

Procurement process doesn't always run seamlessly oftentimes there comes hurdles which negatively impacts the whole buying procedure , same is the case with Granna.com . Since construction projects and/or their outcomes heavily affect our modern society, the importance of a well-functioning construction industry is beyond doubt (Cheung et al., 2001). management literature, scholars have emphasized on the necessity of alignment between the personnel and organizational goals. Devis et al. (2007) believe that organizational success mainly depends upon the coordination, which means more the personal and organizational goals are achieved, the greater success the organization will attain. It is the process in which goals of all work groups are design in such a way to support the single outcome of the organization. Tosti et al (2003) explains that goal alignment increases cohesiveness, transparency and organization so that everyone is working for higher cause. Alignment of goals that are established from business side and outcome which are mostly get through customer satisfaction level which in turn automatically create profit for organizations and more alignment of strategies which create value.

Harvey et al. (2006) describes that better alignment increases the chances of mission accomplishment and decreases the costs and when an organization is aligned everyone knows his / her role and tries to fulfill it. There is always need for continuous improvement, changes and continuous up to date goals to deal with market expectations. Organizational processes have been troubled due to non-alignment of business and operational goals. There is need for processes improve for success of any organization that can only be achieved through changing the process so that they meet business goals more efficiently and effectively. Strategic alignment is very popular concept in the business studies. Strategic alignment is to strive for consistently adopting organizational goals and rearranging the internal infrastructure according to external environment. Alignment ensures effective cooperation among different parts of the organization and business platforms and helps to accelerate new business processes. Reich et al. (2001) describes alignment is a strategic process that determines the degree of compatibility between personal and organization goals.

WHAT IMPACTS CHANGE IN THE CONSTRUCTION INDUSTRY?

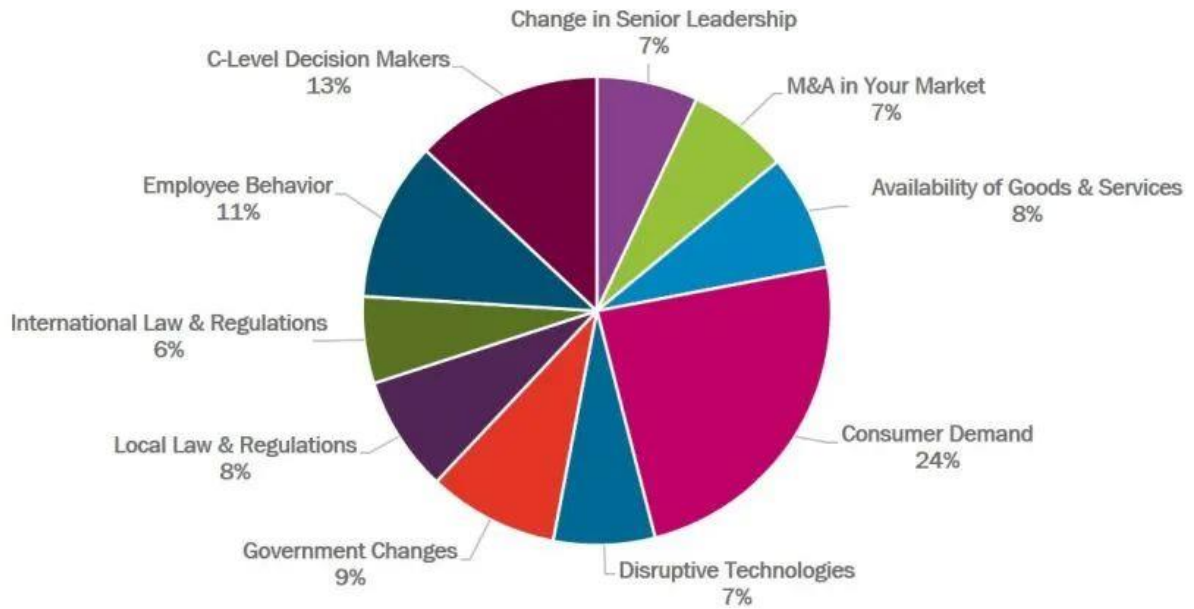


Figure 4.1: Effects on construction industry

4.2: Analysis of Procurement Planning Performance:

Procurement planning performance was evaluated using procurement plan accuracy, emergency purchasing frequency, and material availability indicators. Prior to the implementation of the structured procurement plan, material procurement was largely reactive, causing workflow interruptions.

KPI	Before Improvement	After Improvement	Interpretation
Procurement Plan Accuracy	Low	High	Improved planned reliability
Emergency Purchase Ratio	High	Reduced	Improved forecasting.
Material Availability Rate	Inconsistent	-	-

Discussion: These results show that structured procurement planning has significantly improved material availability and reduced last-minute purchasing which led to smoother construction activities and reduced delays.

Outcomes after implementation of these solution :

1. Operational Outcomes:

- Customer buying power , trust and their confidentiality was boosted credit goes to those digital tools.
- Every employee from different functions starts to collaborate and align themselves to the company goals, supplier relation was improved, and no delay occurred regarding the raw materials.
- Documentation become much clearer , no fraud , no error detected due to advance automated system.
- Using advance analytics and automated workflow to analyze the whole process makes the whole process less confusing.

2. Financial Outcomes:

- Purchases approval, inquiry and verification were all computerized to lessen the documentation expense also help in relaxing the employees.
- Advance projection and ongoing monitoring to lessen the storage cost focusing on minimizing stockout and overstocking.
- Helped the company in achieving bulk discounts and favorable pricing on goods directly influences the vendor performance.
- Financial penalty amounts, labor bills, and income loss shrink when there are far smaller procurement blunders, deliveries being late, or legal violations.

3. Time Outcomes:

- Supplies vendor regularly arrived on time , labor performance also boosted and minimize project hurdles were observed.
- Trusted and reliable vendors efficiency were matched with company objectives and schedules to make the efforts more streamline.
- Coordinated workflow and procedure make the situation less stressful allows the company to focus on other valuable things.

4. Quality Outcomes:

- Trustworthy suppliers ensure that all the materials are available on time , quality is also maintained this outcome result in enhance vulnerability of company.
- Minimize the damaged resource and lower labor rework lead to enhanced accuracy of the orders.
- Operational faults were reduced, and the projects findings were increased due to alignment and coordination among supplier and the process.

Overall Strategic Procurement Result:

Smart, forward-thinking buying using tools, planning, and building strong supplier relationships helped with:

- On-time project completion
- Cost control
- Quality assurance
- Internal efficiency
- Supplier accountability

Chapter 5: Project Benefits:

By testing using a thorough structure that correlates vital supply chain elements such as vendor relationships, teamwork, synchronization, and cooperation to procurement strategy and accomplishment of projects in the construction industry, the research conducted delivers an important difference to supply chain research. Traditionally, researchers and organizations have focused on the three success criteria of cost, time, and quality (Belassi and Tukel, 1996, Chua et al., 1997, Swan and Khalfan, 2007) The current study verifies the complex features of supply chain constructions, establishing a deeper understanding concerning the way these components holistically promote strategic procurement profitability and execution of projects findings in comparison to prior investigations that focused on single elements. Success criteria are the measures by which success and failure of a project will be judged” (Cooke-Davies, 2002, p. 185).After utilization of proposed solutions Granna.com has testified that the efficiency of their project increased, and funds related to the projects comes under control leading to customer satisfaction.

5.1: Supply Chain Factors Driving The Project Success:

The outcome of this current study indicates that in construction industry the project success has been influenced by the various supply chain factors rather than just one factor working alone . The strategic acquisition and execution of projects are significantly and positively influenced by connections with suppliers, purchasing expertise, provider interaction, incorporating data, project or task coherence, system of authority agreement, and agreement on objectives. When the above components are failing, interruptions or overinflated prices tend to happen in practical construction projects, illustrating the vitality of an extensive approach to supply chain management for on schedule and outstanding construction project completion.

Progressive cooperation between customers and vendors fosters, uncertainty regarding projects is mitigated, and efficient decision-making is facilitated directly by strong vendor partnerships and procuring ability. Supplier engagement boosts interpersonal interaction, generates mutual trust, and facilitates shared strategy. Building initiatives are far more probable to get finished delivered

on time and within budget once vendors and consumers work directly together. It's given that there exists a lower probability of resource deficits, disagreements, and operational hiccups.

5.2: Strategic Procurement Act as Middleway:

Well during the ongoing construction project strategic procurement act as essential link between supply chain practices and project findings. Suppose, when organization have reliable relationship with the vendors who are aware of their responsibility of maintaining the product quality and timely resource delivery , it help the department of procurement to starts the project within timeframe along with the benefit of discounted price and introduce the favorable conditions of the agreement resulting in achieving the milestone of enhanced quality delivery project that's gains the trust of customers. In contradiction to preceding studies coming from the start of the 2000s that mainly thought of procurement as a monetary reduction tool (Cousins et al., 2006), this investigation indicates how procurement acts as an organizational facilitator in genuine building contexts, transforming effective connections with vendors, collaborative work, and workflow implementation as tangible outcomes for the project. Acquisition's significant crucial function was made apparent, for example in a large-scale building venture where constant communication and joint preparation within the purchasing group and subcontractors assisted in avoiding tangible tardiness, avoided errors, and maintained that schedules were finished on target.

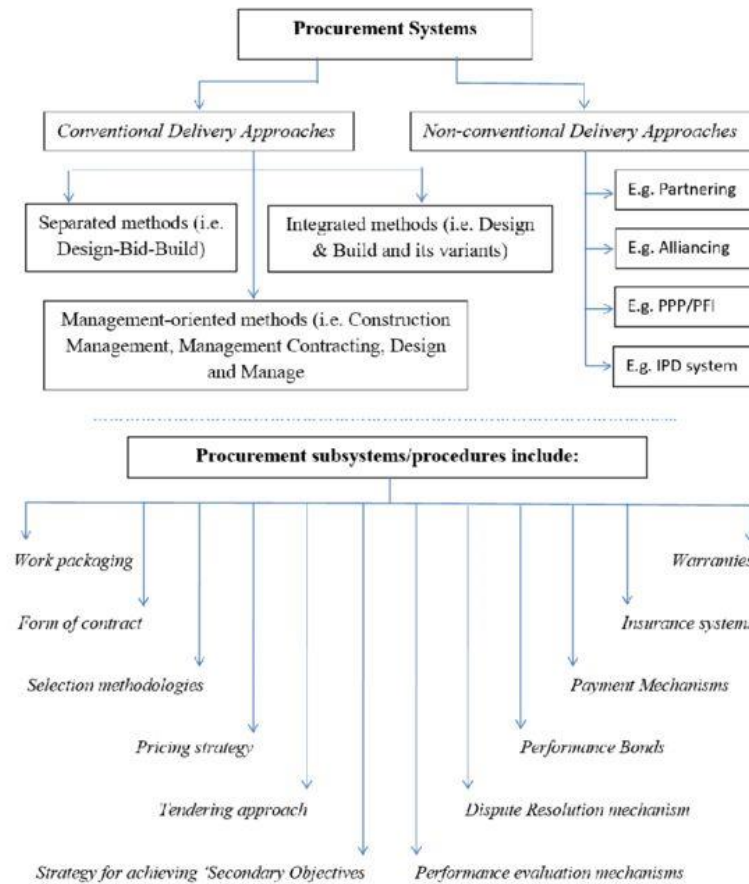


Figure 5.2: Procurement subsystems in construction industry

5.3: Functional Efficiency and Teamwork:

After employing our proposed solution of planning and automation of task, Granna.com testified serious improvement in their operation process . Different department begins to coordinate more with each other and begins to align company objective with the industry norms and supplier expectation. Ongoing Interaction with the project manager and procurement operation made sure that all the raw material were delivered on time while preserving the quality , eradicating the shortages and postponement. Computerized all the data help the company to transform from manual paperwork to automated system providing the benefit of more data accuracy and reduce risk of fraud enabling the streamline project execution and more powerful inner accountability.

5.3: Timely Project Delivery:

Granna.com utilize proper planning strategies , trustworthy vendors, and AI tools for monitoring lead to on time availability of goods and materials . when new vendors were selected after passing the performance Metrix test the schedules of project become more predictable as they were in sync with the company goals and were quite efficient. Teams of designers had the freedom to devote themselves on activities that added value as opposed to fighting procurement shortages courtesy of synchronized techniques and precisely stated job duties that avoided blockages while improving workflows.

As a result, projects were completed on schedule with minimal interruptions.

5.4: Upgraded Marketplace Ethics and Superior Quality:

Merely reputable suppliers have remained in the loop due to an assortment of technologically powered surveillance, evaluations of outcomes, KPIs, and systematic selection of suppliers. Technical faults were decreased, breakage and modification were limited to a bare minimum, and commodities regularly exceeded standards of quality. Distributor commitment increased by clear communication and AI-assisted monitors, leading to guaranteed that the supplier execution and requirements for the project fell in agreement. More successful outcome of the project, upgraded distribution network transparency, and better shareholder and consumer trust was the rewards of this.

Chapter 6: Limitations of Strategic Procurement at Granna and Conclusion:

The findings and results of this study are very similar to those studies that are conducted previously in this field in other areas of the globe. It is further highlighted that data was collected from the renowned construction companies of Pakistan, thus increasing the sample size will also help to confirm the results of this findings. This study did not cover the whole facets of strategic procurement and project success; thus, many other variables can be included, and moderator and mediators can be changed, and their impact may be studied on the project success.

6.1: Focused On Single Company:

The current research identifies the Granna.com project delivery and their procurement system. While our research highlights the real outcomes and practical improvements only within the boundaries of Granna.com ,this study won't identify the entire procurement practices across the whole construction industry . different companies with varying size, structure and procedure may face different outcomes.

6.2: Short Inspection Duration:

Once solutions were set into operation, a study of the achievements took place through in a relatively brief period of space. Many enduring consequences, like social shifts, adjustments to vendor habits, and long-term expense patterns could demand a little longer to be detected.

6.3: Relying On Self-Provided Material:

From interviews and comments from within, several kinds of ideas were gained, mainly ones addressing teamwork, communication interruptions, and overall contentment. Such responses may frequently not provide a totally unbiased economic profile and could include assumptions or prematurely optimistic statements.

6.4: Concentrate Entirely On Hidden Procurement Sources:

Exterior obstacles like price inflation, limits set by governments, economic barriers, and unforeseen events to the worldwide supply network aren't put onto account in the current study. Irrespective of within advancements, such outside variables might be having a direct effect on the results of projects and acquisition.

Conclusion:

This research explains that when acquisition of material transmission form reactive purchasing process to automated data handling and coordinated system leading to positive impact on the construction project performance. As the company makes their relationship with vendor stronger, implementing modern and innovative procurement tools, enhance interconnection and lastly proper assessment method Granna.com gain huge benefit of cost budgeting, timely delivery, quality assurance and functional collaboration.

These outcomes ensures that strategic procurement provides good connection between defining the project results and supplier ability to perform task. As discussed earlier improvement like resource availability, labor relaxation, less price inflation and computerize documentation basically highlights the procurement role as strategic driver instead of bank office need.

Overall, this study introduces the modified value to the supply chain prior research with the help of evidence from utilizing the construction setting, elaborating how modernize tools works, AI evaluation and vendors performance tracking can really transform the project findings. Through this research procurement fit itself according to the market competition, serving a blueprint for other firms that wants to enhance and automate their systems and project performance.

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Survey Questions:	1	2	3	4	5
My firm successfully integrates operations with customers and/or suppliers by developing interlocking programs and activities					
Your employees involved in the purchasing of items have the complete individual responsibility within their functions to make independent procurement decisions					
We are satisfied with the financial gains from our business relationship with supplier.					
We always keep the supplier informed about events or changes that may affect the supplier.					
Our integrated system allows us to share customer needs and wants through sales data					
Purchasing professionals have the necessary skills to monitor and interpret changes in the supplier market/product base.					
Automated systems help us to share delivery schedules and inventory data with supply chain partners.					
Purchasing is eager to take risks when appropriate opportunities are present.					
The partnership efficiently uses all parties' knowledge					
Seamless services are realized through partnership					
My firm shares technological resources with key suppliers to facilitate operations					
Procurement vision, strategy and policy for your organization are evaluated periodically					
Are you satisfied with procurement's contribution from innovations to generate competitive advantage (e.g., via new supplier markets, tooling, etc.					
The results of the project represent a definite improvement in performance over the way clients used to perform these activities.					
Reoccurring problem for which it was developed, the project seems to do the best job of solving that problem.					

All of the constructs were measured with a five-point Likert-type **scale (5 strongly agree to 1 strongly disagree).**