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Original Research Article

Standardizing Supplier Selection Practices in Multichannel Retailing: Evidence from a Qualitative Case Study at VTV Hyundai Home Shopping Vietnam

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Abstract: Supplier selection represents a critical yet often under-structured managerial activity in multichannel retailing, where coordination between product sourcing, logistics, and customer-facing operations is particularly demanding. In emerging market contexts, supplier-related decisions are frequently shaped by experiential judgment rather than standardized evaluation frameworks, exposing firms to operational inefficiencies and supply risks. This study explores supplier selection practices within a Vietnamese home shopping enterprise operating across television and online channels. Drawing on a qualitative single-case study design, the research is based on internal documents, direct operational observation, and qualitative inputs from relevant functional units collected between 2022 and 2025. The findings suggest that supplier selection is constrained by three interrelated process-level limitations: inconsistent evaluation criteria across departments, limited integration between qualitative screening and quantitative price assessment, and the absence of systematic mechanisms for monitoring supplier performance over time. These constraints collectively reduce transparency and weaken the firm's ability to manage suppliers strategically. By providing context-sensitive qualitative evidence, the study contributes to the supplier selection literature and offers practical insights for multichannel retailers in emerging markets seeking to strengthen supply chain governance through process standardization.

Keywords: Supplier Selection, Qualitative Case Study, Multichannel Retailing, Supply Chain Governance, Emerging Markets.

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1. INTRODUCTION

Supplier selection constitutes a foundational decision-making process in supply chain management, as it directly shapes operational performance, cost efficiency, and service quality across the entire value chain. In retailing contexts, particularly those characterized by short product life cycles and high demand volatility, supplier-related

decisions exert a substantial influence on inventory turnover, delivery reliability, and customer satisfaction. Ineffective supplier selection may therefore amplify operational risks, increase reverse logistics costs, and undermine brand credibility.

In recent years, the growing prevalence of multichannel retailing models has further increased

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the complexity of supplier selection. Firms operating across both television-based home shopping and digital platforms must coordinate sourcing decisions with tightly synchronized logistics, marketing, and customer service activities. Within such environments, suppliers are not merely upstream vendors but strategic partners whose performance directly affects sales execution and post-sale outcomes, including return rates and complaint handling. Consequently, supplier selection decisions in multichannel retailing require a more structured and transparent approach than in traditional single-channel retail formats. Although the academic literature has proposed a wide range of supplier selection frameworks, including multi-criteria decision-making models that integrate cost, quality, delivery, and risk considerations, the application of these frameworks in practice remains uneven. Numerous studies indicate that firms, particularly in emerging markets, continue to rely on fragmented criteria and experiential judgment when evaluating suppliers. Such practices often emerge due to organizational constraints, limited data integration, and the absence of standardized evaluation mechanisms. As a result, supplier selection processes may lack consistency across departments and fail to support long-term supply chain optimization.

The gap between theoretical supplier selection models and practical implementation is especially evident in retail enterprises operating under hybrid or multichannel models. In these settings, supplier evaluation often occurs across multiple functional units, including procurement, merchandise planning, finance, and legal compliance. When evaluation criteria are not formally aligned, decision-making becomes decentralized and potentially inconsistent, increasing the likelihood of short-term cost-oriented choices that overlook broader operational implications. Over time, these limitations may constrain a firm's ability to build stable supplier relationships and to respond effectively to market fluctuations. Vietnam's retail sector provides a relevant context for examining these challenges. Rapid growth in consumer demand, the expansion of e-commerce, and increasing competition have placed pressure on firms to enhance supply chain reliability while maintaining cost efficiency. However, many Vietnamese enterprises have yet to establish standardized supplier selection processes that integrate qualitative assessment with quantitative performance indicators. This situation is particularly pronounced in the home shopping sector, where operational coordination across channels is critical to business performance.

VTV Hyundai Home Shopping represents a salient case within this context. As a major home

shopping enterprise operating across television broadcasting and online sales platforms, the company manages a diverse supplier base and faces ongoing pressure to ensure product quality, delivery timeliness, and cost control. Despite its operational scale, supplier selection at the firm remains characterized by fragmented evaluation practices and limited performance feedback mechanisms, reflecting challenges commonly observed in emerging market enterprises. Against this background, the present study aims to explore supplier selection practices at VTV Hyundai Home Shopping through a qualitative case study approach. Specifically, the study seeks to (1) examine how supplier selection is conducted in practice within a multichannel retailing environment, (2) identify key process-level limitations embedded in the current supplier selection system, and (3) provide empirically grounded insights that may inform process standardization efforts in similar organizational contexts.

By focusing on an in-depth qualitative examination rather than model testing, this study contributes context-specific evidence to the supplier selection literature. It also responds to calls for more practice-oriented research that bridges the gap between conceptual frameworks and real-world supply chain decision-making, particularly within emerging market settings.

2. LITERATURE BACKGROUND

2.1 *Supplier Selection in Supply Chain Management*

Supplier selection has long been recognized as a core decision-making process within supply chain management due to its direct influence on operational efficiency, cost control, and service quality. Early studies conceptualized supplier selection primarily as a purchasing decision, emphasizing traditional criteria such as price competitiveness, product quality, and delivery reliability. Within this perspective, suppliers were viewed largely as interchangeable entities whose primary role was to provide inputs at the lowest feasible cost while meeting minimum quality standards.

As supply chains became more complex and interconnected, subsequent research expanded the scope of supplier selection beyond transactional considerations. Scholars increasingly emphasized the strategic role of suppliers, highlighting their contribution to process stability, innovation capability, and long-term performance. This shift marked a transition from cost-oriented selection toward multi-dimensional evaluation frameworks that incorporate operational, relational, and risk-related factors. Supplier selection thus evolved from

a narrow procurement activity into a strategic governance mechanism within the broader supply chain system.

Despite this theoretical evolution, empirical studies consistently report that supplier selection practices vary widely across industries and organizational contexts. While formalized evaluation models are prevalent in the literature, their adoption in practice often remains partial or inconsistent. Many firms continue to rely on experience-based judgment, informal screening, or fragmented criteria, particularly when operating under time pressure or data constraints.

2.2 Multi-Criteria Approaches to Supplier Evaluation

The development of multi-criteria decision-making (MCDM) approaches represents a major stream within the supplier selection literature. These approaches aim to support decision-makers in balancing competing criteria such as cost, quality, delivery performance, and risk exposure. By structuring evaluation criteria and assigning relative weights, MCDM models seek to enhance transparency and rationality in supplier selection decisions. Over time, the scope of evaluation criteria incorporated into MCDM frameworks has expanded. In addition to traditional operational factors, researchers have introduced criteria related to supplier flexibility, innovation potential, compliance, and sustainability. This expansion reflects growing recognition that supplier performance cannot be fully captured through price and quality indicators alone, particularly in dynamic and uncertain business environments.

However, the practical implementation of multi-criteria frameworks presents significant challenges. Empirical evidence suggests that firms often struggle to operationalize complex evaluation models due to limited data availability, lack of analytical capabilities, or organizational resistance. In many cases, formal criteria exist on paper but are applied selectively or overridden by managerial discretion. As a result, the intended benefits of structured supplier evaluation are not fully realized in practice.

2.3 Supplier Selection in Multichannel Retailing Contexts

Multichannel retailing introduces additional complexity to supplier selection processes. Firms operating across physical, broadcast-based, and digital channels must coordinate sourcing decisions with marketing campaigns, inventory planning, and customer service activities. In such settings, supplier performance directly affects not only upstream operations but also downstream customer

experiences, including order fulfillment and return handling. Research on supplier selection in retail contexts highlights the importance of delivery reliability, responsiveness, and coordination capability. Unlike traditional manufacturing supply chains, retail supply chains often face high demand variability and short lead times, requiring suppliers to adapt quickly to changing requirements. These characteristics place greater emphasis on operational alignment and communication between retailers and suppliers.

Despite these demands, studies indicate that supplier selection in multichannel retailing often remains fragmented across functional units. Evaluation responsibilities may be divided among procurement, merchandise planning, finance, and legal departments, each applying distinct criteria and priorities. Without a standardized framework to integrate these perspectives, supplier selection decisions risk becoming inconsistent and short-term oriented.

2.4 Emerging Market Perspectives on Supplier Selection

Emerging market contexts present distinct challenges for supplier selection. Rapid market growth, institutional variability, and resource constraints frequently shape managerial practices in ways that differ from those observed in developed economies. In such environments, firms may prioritize flexibility and speed over formalization, relying on personal networks or experiential knowledge to manage supplier relationships.

The literature suggests that while these practices may offer short-term adaptability, they often limit the development of standardized evaluation systems and long-term supplier performance monitoring. In particular, the absence of reliable historical data and integrated information systems constrains firms' ability to apply systematic performance-based selection criteria. This limitation is frequently cited as a key barrier to effective supply chain governance in emerging markets. Within the Vietnamese context, studies and industry reports indicate that many enterprises have yet to establish comprehensive supplier evaluation frameworks. Supplier selection is often conducted on a case-by-case basis, with limited emphasis on post-selection performance assessment. These characteristics underscore the relevance of qualitative, context-sensitive research aimed at understanding how supplier selection is actually practiced within organizations.

2.5 Research Gap and Positioning of the Study

Although the supplier selection literature offers a rich array of conceptual frameworks and

analytical models, fewer studies provide in-depth insights into how supplier selection processes operate in real organizational settings, particularly within emerging markets and multichannel retailing contexts. Quantitative studies often abstract away from organizational dynamics, while conceptual works may overlook practical constraints faced by decision-makers. Qualitative case studies are therefore well positioned to address this gap by examining supplier selection as an embedded managerial process shaped by organizational structure, cross-functional coordination, and contextual factors. By focusing on a single enterprise operating in a multichannel retailing environment, this study seeks to illuminate process-level limitations that may not be captured through survey-based or model-driven approaches.

Accordingly, the present research contributes to the literature by providing an in-depth qualitative examination of supplier selection practices in a Vietnamese home shopping enterprise. Rather than proposing or testing a new evaluation model, the study aims to document existing practices, identify structural limitations, and offer empirically grounded insights that may inform future efforts to standardize supplier selection processes in similar contexts.

3. METHODOLOGY

3.1 Research Design

This study adopts a qualitative single-case study design to examine supplier selection practices within a multichannel retailing context. The case study approach is particularly suitable for investigating complex managerial processes that are deeply embedded in organizational routines and shaped by contextual conditions. Rather than isolating variables or testing predefined hypotheses, the study seeks to develop an in-depth understanding of how supplier selection is conducted in practice and how process-level limitations emerge within an organizational setting.

A single-case design was selected due to the exploratory nature of the research and the relevance of the focal organization to the research objectives. VTV Hyundai Home Shopping represents a typical example of a Vietnamese home shopping enterprise operating across television and online channels, where supplier selection plays a critical role in coordinating sourcing, logistics, and sales execution. The case therefore provides an appropriate context for examining supplier selection practices in an emerging market and multichannel retailing environment.

3.2 Case Context

VTV Hyundai Home Shopping operates under a business model that integrates television-based home shopping with digital sales platforms. The firm collaborates with a diverse supplier base across multiple product categories, requiring close coordination between supplier sourcing, pricing, logistics, and marketing activities. Supplier selection at the firm involves multiple functional units, including the merchandise department, finance, and legal functions. Each unit contributes to supplier evaluation based on its specific responsibilities, such as pricing feasibility, financial capability, and regulatory compliance. While this multi-functional involvement allows for comprehensive assessment, it also increases the complexity of the selection process and creates potential challenges in aligning evaluation criteria across departments.

The empirical context of this study reflects supplier-related activities conducted between 2022 and 2025. Additional feasibility assessments related to process improvement initiatives were conducted in early 2026, providing supplementary insights into existing practices and constraints.

3.3 Data Collection

Data were collected using multiple qualitative sources to enhance credibility through triangulation. Primary data consisted of internal company documents related to supplier management, procurement procedures, pricing evaluation, and operational reporting. These documents provided detailed insights into formal procedures and actual practices associated with supplier selection. In addition to document analysis, direct observation was conducted within the merchandise function to capture how supplier-related decisions were enacted in daily operations. Observational data focused on supplier screening activities, price quotation evaluation, and coordination between functional units during the selection process.

Qualitative insights were further obtained through discussions with personnel involved in supplier selection and supplier coordination. These discussions were informal and practice-oriented, focusing on clarifying operational routines, decision-making logic, and perceived challenges in the supplier selection process. Secondary data, including company reports and relevant academic literature, were used to contextualize the findings and to support the interpretation of empirical observations. The use of multiple data sources allowed the study to capture both formal procedures and informal practices associated with supplier selection.

3.4 Data Analysis

Data analysis followed an interpretive qualitative content analysis approach. Collected materials were systematically reviewed to identify recurring patterns related to supplier evaluation criteria, assessment stages, and performance monitoring practices. The analysis proceeded in several stages. First, empirical materials were read repeatedly to gain familiarity with the overall supplier selection process. Second, key segments of text were coded according to thematic categories derived from the research objectives, including evaluation standardization, integration of assessment stages, and post-selection performance monitoring. Third, coded data were compared across sources to identify consistencies and discrepancies between documented procedures and observed practices.

Throughout the analysis, attention was paid to process-level dynamics rather than isolated decision outcomes. This approach enabled the identification of structural limitations embedded in the supplier selection process and facilitated an understanding of how these limitations affect operational effectiveness.

3.5 Research Rigor and Trustworthiness

To enhance the rigor and trustworthiness of the qualitative findings, several methodological considerations were addressed. First, data triangulation was employed by combining internal documents, direct observation, and qualitative insights from personnel involved in supplier selection. This approach helped reduce reliance on a single data source and increased the credibility of the findings.

Second, the analysis focused on descriptive and interpretive accuracy rather than theoretical abstraction. By grounding interpretations in empirical materials, the study aimed to reflect actual practices as closely as possible.

Third, the case study design allows for analytical rather than statistical generalization. While the findings are not intended to be generalized across all retail enterprises, they provide contextually rich insights that may be relevant to firms operating under similar multichannel and emerging market conditions.

3.6 Ethical Considerations

The study was conducted with due consideration for confidentiality and organizational sensitivity. Internal documents and operational information were used solely for research purposes, and no commercially sensitive data are disclosed. References to specific individuals are omitted to

ensure anonymity, and the analysis focuses on organizational processes rather than individual performance.

4. FINDINGS

The qualitative analysis reveals that supplier selection practices at VTV Hyundai Home Shopping are shaped by a multi-stage process involving several functional units. While the process incorporates a range of evaluation criteria, the findings indicate that supplier selection is constrained by structural and procedural limitations that reduce consistency and transparency. Three interrelated themes emerge from the analysis: fragmented evaluation criteria, weak integration between assessment stages, and limited post-selection performance monitoring.

4.1 Fragmented Supplier Evaluation Criteria across Functional Units

The first major finding concerns the absence of a unified and standardized set of supplier evaluation criteria. Supplier selection at VTV Hyundai Home Shopping involves legal, financial, pricing, and operational considerations. However, these criteria are assessed separately by different functional units, each applying its own evaluation logic.

Legal compliance is treated as a mandatory screening condition, focusing on documentation, regulatory conformity, and contractual feasibility. Financial capability is assessed primarily in relation to the firm's payment cycle and cost-sharing requirements, while operational capability is evaluated through delivery reliability, product quality, and coordination during sales execution. Although each dimension is relevant, the lack of an integrated framework results in fragmented assessments and inconsistent weighting of criteria.

Empirical evidence from internal documents and operational observation indicates that supplier approval often depends on sequential clearance by different units rather than a consolidated evaluation outcome. As a result, suppliers that satisfy individual departmental requirements may still vary considerably in overall suitability, while the rationale for final selection decisions is not always explicitly documented.

4.2 Transition from Qualitative Screening to Quantitative Assessment

A second key finding relates to the transition between qualitative screening and quantitative evaluation stages. Supplier selection at the firm typically begins with an initial qualitative screening based on legal eligibility, basic financial feasibility, and perceived operational fit. This stage relies heavily on experiential judgment and prior interactions with suppliers. The subsequent

quantitative stage focuses primarily on price quotations. Suppliers are required to submit structured quotations based on predefined product and sales scenarios. These quotations are used to assess pricing competitiveness and margin feasibility within the firm's business model. However, the findings show that quantitative price evaluation is not systematically integrated with qualitative assessments conducted earlier in the process.

In practice, price competitiveness often becomes the dominant decision criterion at this stage, while qualitative considerations such as delivery flexibility, coordination capacity, and historical performance are not formally incorporated into the final comparison. This separation limits the ability of the selection process to capture trade-offs between short-term cost advantages and longer-term operational reliability.

4.3 Emphasis on Pricing and Margin Feasibility

The analysis further indicates that pricing and margin feasibility play a central role in supplier selection decisions. Given the cost structure of the home shopping business model, suppliers are evaluated based on their ability to support predefined pricing scenarios, promotional costs, and revenue-sharing arrangements.

Internal documents reveal that suppliers unable to accommodate the firm's standardized payment cycles or cost-sharing mechanisms are excluded from further consideration, regardless of product quality or delivery capability. While this approach ensures short-term financial control, it also narrows the pool of potential suppliers and may limit opportunities for developing long-term supplier partnerships.

The strong emphasis on pricing feasibility reflects the operational realities of the firm but also contributes to a selection process that prioritizes immediate financial outcomes over comprehensive performance evaluation.

4.4 Limited Use of Systematic Supplier Performance Monitoring

A fourth finding concerns the limited role of post-selection supplier performance monitoring in informing future selection decisions. Although operational indicators such as delivery delays, product quality issues, and return rates are recognized as important, these metrics are not consistently recorded or analyzed within a unified performance monitoring system.

Performance feedback is typically handled on a case-by-case basis, often in response to specific operational issues rather than as part of a continuous

evaluation process. As a result, historical performance data are not systematically used to reassess supplier suitability or to inform decisions regarding supplier retention, replacement, or development.

This limitation reduces organizational learning and weakens the feedback loop between supplier performance and selection practices. Over time, the absence of structured performance monitoring constrains the firm's ability to refine its supplier base and to proactively manage supply chain risks.

4.5 Overall Characteristics of the Supplier Selection Process

Taken together, the findings indicate that supplier selection at VTV Hyundai Home Shopping is characterized by a combination of formal requirements and informal practices. While the process incorporates multiple evaluation dimensions, the lack of standardization and integration across stages results in a decision-making process that is heavily reliant on experiential judgment and short-term financial considerations.

The qualitative evidence suggests that supplier selection functions more as a compliance-oriented screening mechanism than as a strategic governance tool. This orientation limits the firm's capacity to systematically compare suppliers, to document decision rationales, and to align supplier selection with longer-term operational objectives.

5. DISCUSSION

The findings of this study provide insight into how supplier selection is enacted in practice within a multichannel retailing context in an emerging market. Rather than reflecting a fully standardized decision framework, supplier selection at VTV Hyundai Home Shopping emerges as a process shaped by organizational routines, functional boundaries, and short-term operational priorities. This section discusses the findings in relation to the existing literature and highlights their broader implications.

5.1 Supplier Selection as a Fragmented Governance Process

The analysis indicates that supplier selection at the focal firm is governed by multiple functional units applying distinct evaluation criteria. This fragmentation is consistent with prior studies suggesting that supplier selection frameworks are often unevenly implemented across organizational boundaries. While the literature emphasizes integrated, multi-criteria evaluation models, the present findings suggest that such integration

remains difficult to achieve in practice, particularly in complex retail organizations.

The separation of legal, financial, and operational assessments observed in this study reinforces the view that supplier selection frequently functions as a compliance-oriented process rather than a strategic governance mechanism. Instead of producing a consolidated assessment of supplier suitability, the process results in a series of sequential approvals. This structure reduces transparency in decision-making and limits the organization's ability to articulate a coherent rationale for supplier selection outcomes.

5.2 The Dominance of Price-Based Evaluation in Multichannel Retailing

A second key theme emerging from the discussion is the central role of pricing and margin feasibility in supplier selection decisions. Consistent with prior research on retail supply chains, the findings show that short-term financial considerations often dominate supplier evaluation, particularly in business models characterized by high promotional intensity and tight cost controls.

However, the findings also suggest that the dominance of price-based evaluation may obscure other dimensions of supplier performance, such as delivery flexibility, coordination capability, and reliability. While the literature increasingly advocates for balanced evaluation frameworks, the case evidence indicates that firms may struggle to operationalize such balance when faced with immediate financial constraints. This tension highlights the practical challenges of aligning theoretical supplier selection models with operational realities in multichannel retailing.

5.3 Weak Integration between Evaluation Stages

The limited integration between qualitative screening and quantitative assessment identified in the findings aligns with concerns raised in the literature regarding the implementation of multi-criteria decision-making approaches. Although firms may formally recognize multiple evaluation dimensions, these dimensions are often assessed in isolation rather than through an integrated framework.

The findings suggest that this separation reinforces a linear decision logic in which qualitative judgments are effectively overridden by quantitative price comparisons at later stages. Such a pattern reduces the capacity of supplier selection processes to account for trade-offs between cost efficiency and operational robustness. From a governance perspective, this weak integration undermines the

potential of supplier selection to function as a mechanism for long-term supply chain optimization.

5.4 Limited Feedback from Supplier Performance Monitoring

The absence of systematic supplier performance monitoring further constrains the effectiveness of supplier selection. The literature emphasizes the importance of feedback loops that connect supplier performance outcomes with future selection and retention decisions. In contrast, the findings reveal that performance feedback at the focal firm remains largely reactive and episodic.

Without structured performance data, supplier selection decisions are deprived of historical context, increasing reliance on recent experiences or ad hoc problem-solving. This limitation not only restricts organizational learning but also reduces the firm's ability to proactively manage supply chain risks. The findings therefore support calls in the literature for closer integration between supplier selection and performance management systems.

5.5 Contributions to Supplier Selection Research

From a theoretical perspective, this study contributes to the supplier selection literature by illustrating how formal evaluation frameworks are reshaped by organizational and contextual factors in emerging markets. Rather than assuming rational, fully integrated decision-making, the findings highlight the role of functional fragmentation and operational constraints in shaping supplier selection practices.

Methodologically, the study demonstrates the value of qualitative case-based research in uncovering process-level dynamics that are often overlooked in survey-based or model-driven studies. By documenting how supplier selection is enacted in practice, the study complements existing quantitative research and provides a richer understanding of the challenges associated with implementing standardized evaluation frameworks.

6. CONCLUSION

6.1 Conclusion

This study set out to examine supplier selection practices within a multichannel retailing enterprise operating in an emerging market context. Drawing on a qualitative single-case study of VTV Hyundai Home Shopping, the research provides an in-depth account of how supplier selection is conducted in practice and identifies key process-level limitations embedded in the existing system.

The findings indicate that supplier selection at the focal firm is characterized by fragmented evaluation criteria, weak integration between

qualitative screening and quantitative price assessment, and limited use of systematic supplier performance monitoring. While the process incorporates multiple dimensions of supplier evaluation, the absence of a standardized and integrated framework reduces transparency and increases reliance on experiential judgment and short-term financial considerations.

Taken together, these findings suggest that supplier selection functions more as a compliance-driven and cost-oriented screening mechanism than as a strategic governance tool. This orientation constrains the firm's ability to systematically compare suppliers, to document decision rationales, and to leverage supplier selection as a mechanism for long-term supply chain optimization. By providing a detailed qualitative account of these dynamics, the study sheds light on the gap between conceptual supplier selection frameworks and their practical implementation in multichannel retailing environments.

6.2 Theoretical Implications

From a theoretical perspective, this study contributes to the supplier selection literature by offering context-specific qualitative evidence from an emerging market setting. Existing research often assumes that supplier selection can be operationalized through integrated multi-criteria frameworks. The present findings challenge this assumption by demonstrating how organizational structure, functional fragmentation, and operational constraints shape supplier selection practices in practice.

By conceptualizing supplier selection as an organizational process rather than a purely analytical decision problem, the study complements model-driven research and highlights the importance of examining how evaluation criteria are enacted and prioritized across functional boundaries. In doing so, the research responds to calls for more qualitative, process-oriented studies that bridge the gap between theory and practice in supply chain management.

6.3 Managerial Implications

The findings also offer several implications for managerial practice, particularly for multichannel retailers operating in emerging markets. First, the absence of standardized evaluation criteria suggests the need for firms to consolidate legal, financial, and operational assessments into a unified supplier evaluation framework. Such consolidation may enhance transparency and reduce inconsistencies in decision-making.

Second, the weak integration between qualitative and quantitative assessment stages

highlights the importance of designing selection processes that explicitly balance cost considerations with operational reliability and coordination capability. Managers may benefit from formal mechanisms that ensure qualitative assessments are not overridden by price comparisons at later stages.

Third, the limited use of supplier performance monitoring underscores the value of establishing systematic feedback mechanisms. By linking post-selection performance data with future selection and retention decisions, firms can strengthen organizational learning and improve supply chain resilience over time.

6.4 Limitations and Directions for Future Research

As a qualitative single-case study, this research is subject to certain limitations. The findings are context-specific and are not intended to be statistically generalizable. Instead, they offer analytical insights that may be relevant to firms operating under similar multichannel and emerging market conditions.

Future research may extend this work by conducting comparative case studies across different retail formats or by integrating qualitative insights with quantitative performance data. Such approaches could further illuminate how supplier selection processes evolve over time and how standardized evaluation frameworks can be adapted to diverse organizational contexts.

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