

Beyond Negotiation: Redeeming Customer-supplier Relationships

J Bus Ethics (2017) 140:97–114
DOI 10.1007/s10551-015-2681-6



The Dark Side of Buyer Power: Supplier Exploitation and the Role of Ethical Climates

Martin C. Schleper¹ · Constantin Blome² · David A. Wuttke¹

Received: 2 October 2013 / Accepted: 1 May 2015 / Published online: 14 May 2015
© Springer Science+Business Media Dordrecht 2015

Abstract Media increasingly accuse firms of exploiting suppliers, and these allegations often result in lurid headlines that threaten the reputations and therefore business successes of these firms. Neither has the phenomenon of supplier exploitation been investigated from a rigorous, ethical standpoint, nor have answers been provided regarding why some firms pursue exploitative approaches. By systematically contrasting economic liberalism and just prices as two divergent perspectives on supplier exploitation, we introduce a distinction of common business practice and unethical supplier exploitation. Since supplier exploitation is based on power, we elucidate several levels of power as antecedents and investigate the role of ethical climate as a moderator. This study extends Victor and Cullen's (1988) ethical climate matrix according to a supply chain dimension and is summarized in an integrated, conceptual model of five propositions for future theory testing. Results provide a frame of reference for executives and scholars, who can now delineate unethical exploitation and understand important antecedents of the phenomenon better.

Keywords Economic liberalism · Ethical climate · Fairness · Just prices · Power · Supplier exploitation · Supply chain management

✉ Constantin Blome
constantin.blome@uclouvain.be; C.Blome@sussex.ac.uk

¹ Institute for Supply Chain Management – Procurement and Logistics (ISCML), EBS University for Business and Law, Burgstraße 5, 65375 Oestrich-Winkel, Germany

² School of Business, Management and Economics, University of Sussex, Jubilee Building 302, Falmer, Brighton BN1 9SL, UK

Introduction

The increase in stakeholder interest in corporate social responsibility and ethical issues (Maon et al. 2009) has resulted in a higher public awareness for multinational corporations accused of misusing power over suppliers. Headlines such as “Wilkinson Squeezes Suppliers” (Parsons 2009), “How Coles Squeeze Suppliers” (Greenblat 2014b) or “Boeing Will Squeeze Suppliers and Cut Jobs” (Gates, 2013) demonstrate how allegedly exploitative business practices of buying firms are being scrutinized. Other examples of exploitation can be found in the retail industry, including large discounters such as Tesco, Walmart, Carrefour and Aldi (Blossom and Perry 2001; Barritt et al. 2010; Kumar 2005; Ruddick and Roland 2015; Smith and Cripps 2009), and in industries shown in Table 1.

Perhaps the most famous example of abusive power is linked to José Ignacio López de Arriortúa, who threatened suppliers in the early 1990 s. When López became vice president of purchasing at General Motors, a new era of supplier exploitation began (Henke et al. 2009). General Motors not only demanded price concessions from suppliers for upcoming seasons, but also misused its market power to cancel and renegotiate existing contracts (Levin 1993; The Economist 1998). By revealing these practices of pressuring suppliers for price reductions, and non-cost related payments or discounts, extended payment terms, warranty periods and questionable appropriation of innovations and intellectual property (Émiliani 2003; Feamee et al. 2004), the media reported about extremely negative cases. However, to date, the topic of unethical buying behaviour in buyer-supplier dyads has been neglected in scholarly research despite several exceptions. Extant studies of supply chain management (SCM) highlight the importance of this broader field of ethics as they

Springer

Book Reviews: Beyond Negotiation- Redeeming Customer - Supplier Relationships John a. Carlisle and Robert C. Parker. A guide to effective techniques of negotiation in business and why they work. Considers the history of negotiation methods and their relevance to today's. Beyond Negotiation: Redeeming Customer-supplier Relationships. Front Cover. John A. Carlisle, Robert C. Parker. Wiley, - Industrial procurement - Beyond negotiation: redeeming customer-supplier relationships. Book. Beyond Negotiation Redeeming Customer Supplier Relationships Pdf module specification template module details - module specification template module. Sloan Management Review Summer, 1021 (). 5. Carlisle, J., and Parker, R. : Beyond Negotiation. Redeeming Customer. Supplier Relationships. Find great deals for Beyond Negotiation: Redeeming Customer-Supplier Relationships by John A. Carlisle and Robert C. Parker (, Hardcover). Shop with. Beyond Negotiation: Redeeming. Customer-supplier Relationships by John A Carlisle; Robert C Parker. Negotiation: Process, Tactics, Theory - Google Books. about their customer/supplier relationships in an increasingly bound- aryless world and .. Beyond negotiations: Redeeming customer-supplier. Deutsch, C. Beyond Negotiation: Redeeming Customer-Supplier Relationships. Learn More About The Program. Getting Together: Building Relationships As We Negotiate.). There are no short cuts in developing customer-supplier relationships and a business . () Beyond Negotiation: Redeeming Customer. Supplier. E Negotiation with respect to changes in culture and the improvements in internal customersupplier relation- ships. Beyond Negotiation: Redeeming. Beyond Negotiation - John Carlisle and Robert Parker ISBN: X. About redeeming customer-supplier relationships by the one practitioner. negotiation as a relationship activity and then proceeds, using examples and data, to its role .. Beyond Negotiation: Redeeming Customer-Supplier. to business relations between purchasers and suppliers. J. and R. Parker (, Beyond Negotiation: Redeeming Customer-Supplier Relationships. The John Carlisle design of collaborative negotiation training was .. Beyond Negotiation: Redeeming Customer-Supplier Relationships.

[\[PDF\] Prison Writings: The PKK And The Kurdish Question In The 21st Century](#)

[\[PDF\] Neethlings Law Of Personality](#)

[\[PDF\] Glitter Art](#)

[\[PDF\] Why Is There Something Rather Than Nothing: 23 Questions From Great Philosophers](#)

[\[PDF\] Venus & Serena: Serving From The Hip, Ten Rules For Living, Loving, And Winning](#)

[\[PDF\] Everyday Bioethics: Reflections On Bioethical Choices In Daily Life](#)

[\[PDF\] Derelicts: An Account Of Ships Lost At Sea In General Commerce And A Brief History Of Blockade Runne](#)