

**BUCHAREST UNIVERSITY OF ECONOMIC STUDIES**  
**Council for Doctoral Studies**

**Doctoral School of Management**

**OBTAINING A COMPETITIVE ADVANTAGE THROUGH  
SOURCING AND THE DEVELOPMENT OF INDUSTRIAL  
PRODUCTION IN ROMANIA**

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## **Summary**

The scientific pursuit of this research aims to delve into theoretical concepts and their practical applications to understand how strategic acquisitions and the development of industrial production in Romania can contribute to gaining a competitive advantage. While the topic primarily focuses on strategic management, its complexity necessitated a multidisciplinary approach integrating elements of history, game theory, and macroeconomics.

In a complex and turbulent economic, geopolitical, and social context, companies seek strategic partnerships with suppliers through the strategic procurement process in order to achieve superior performance compared to competitors. The doctoral thesis explores the impact of strategic acquisitions on achieving a competitive advantage within the British retailer Kingfisher Plc through quantitative analysis. The key findings and the author's experience in strategic acquisitions have led to the development of two tools for identifying an organization's need to use strategic procurement processes. Additionally, a strategic procurement process has been proposed to provide company leaders with a guide to achieving a competitive advantage.

Recent crises have significantly affected supply chains, increasing risks associated with strategic procurement processes. In this context, the doctoral thesis analyses the impact of multiple crises (pandemic, energy crisis, Ukraine war). These events have compelled companies to consider implementing proximity relocation strategies in their procurement processes to achieve or sustain a durable competitive advantage. The thesis addresses the need to understand the capacities and capabilities of European Union member states to transform proximity relocation opportunities into competitive advantages.

Additionally, the doctoral thesis includes an analysis of industrial production in Romania, a topic of particular importance given that the industry represents an engine of economic growth, employs a large number of workers, facilitates capital accumulation, enables cost reduction through economies of scale, boosts labour productivity, and drives investments in research and development. The analysis is complemented by a quantitative assessment of the main determinants of industrial production and a set of policy recommendations aimed at achieving a national competitive advantage.

**Keywords:** strategy, competitive advantage, national competitive advantage, procurement, sourcing, relocation, Romania's industrial production

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