



2004-01-01

# Pan-European Logistics and SCM Challenges: Towards an Integrated Approach to Supply Chain Re-engineering

Edward Sweeney

*Technological University Dublin, edward.sweeney@dit.ie*

Follow this and additional works at: <https://arrow.dit.ie/nitlotr>

 Part of the [Business Administration, Management, and Operations Commons](#)

## Recommended Citation

Sweeney, E.: Pan-European Logistics and SCM Challenges: Towards an Integrated Approach to Supply Chain Re-engineering. Invited Keynote Address at the Graduation Ceremony of Università delgi studi di Napoli "Parthenope", November 2004.

This Presentation is brought to you for free and open access by the National Institute for Transport and Logistics at ARROW@TU Dublin. It has been accepted for inclusion in Other Resources by an authorized administrator of ARROW@TU Dublin. For more information, please contact [yvonne.desmond@dit.ie](mailto:yvonne.desmond@dit.ie), [arrow.admin@dit.ie](mailto:arrow.admin@dit.ie), [brian.widdis@dit.ie](mailto:brian.widdis@dit.ie).



This work is licensed under a [Creative Commons Attribution-NonCommercial-Share Alike 3.0 License](#)



**University of Naples “Parthenope”  
Graduation Ceremony 2004**



**Pan-European Logistics and SCM  
Challenges:  
Towards an Integrated Approach to Supply Chain  
Re-engineering**

**Edward Sweeney, Director of Learning**

# Agenda

- **Context**
- **Characteristics of SCM excellence**
- **How do Irish companies measure up?**
- **SC re-engineering**
- **Concluding comments**

# The Evolving Strategic Context

- **Internationalisation (or globalisation) of supply chains**
- **Vertical disintegration**
- **Changing role of the SC in strategic differentiation**

# The Irish Context: importance of SCM

- Potential operational benefits (supply chain economics and customer service)
- Open economy (imports/exports proportion of GDP)
- Transport only one, and not most important cost, therefore location not a significant disadvantage
- Relatively small companies often part of a global supply chain
- Can manage 'virtual' supply chains from Ireland

# Characteristics of SCM Excellence

# Characteristics of SCM Excellence

- Identification and measurement of customer service

# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*



# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*
- Integration of supply chain activities and information

# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*
- Integration of supply chain activities and information because *many supply chain NVAs are caused by fragmented supply chain configurations*

# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*
- Integration of supply chain activities and information because *many supply chain NVAs are caused by fragmented supply chain configurations*
- SCM a senior management function

# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*
- Integration of supply chain activities and information because *many supply chain NVAs are caused by fragmented supply chain configurations*
- SCM a senior management function because *SCM is a strategic activity*

# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*
- Integration of supply chain activities and information because *many supply chain NVAs are caused by fragmented supply chain configurations*
- SCM a senior management function because *SCM is a strategic activity*
- Establishment and measurement of supply chain KPI's

# Characteristics of SCM Excellence

- Identification and measurement of customer service because *customer service 'sets the spec' for SC design*
- Integration of supply chain activities and information because *many supply chain NVAs are caused by fragmented supply chain configurations*
- SCM a senior management function because *SCM is a strategic activity*
- Establishment and measurement of supply chain KPI's because *what gets measured gets done!*

# How Do Irish Companies Measure Up?

- Approximately 50% measure customer service formally and those have very limited measurements
- Companies score low in relation to having the latest supply chain IT and having them integrated across the supply chain
- Less than 10% have a formal SCM position
- Few companies had clearly defined SCM KPI's

# Some Barriers to SCM Excellence

- **Inefficiencies are often built into the supply chain**
- **Communication structures ineffective and exchange of information poor**
- **Culture inappropriate**
- **Excessive reliance on forecasting and stockholding**
- **Managing problems, rather than eliminating their causes**



# Re-engineering Supply Chains

- **Re-engineering = analysing + planning improvement + implementing improvement**
- **There is no “magic” solution**
- **Beware of copying inappropriate solutions**
- **BUT!**
- **There is a logical and systematic way of addressing the issue**

# Understanding Customer Service

A diagram consisting of two white boxes with black outlines. The left box is a large arrow pointing to the right, containing the text 'Market Driven Customer Service Strategy'. The right box is a rectangle containing the text 'Performance Specification for Integrated Supply Chain Management'. The arrow's tip points directly into the left side of the rectangle, indicating a causal or sequential relationship between the two concepts.

**Market Driven  
Customer  
Service  
Strategy**

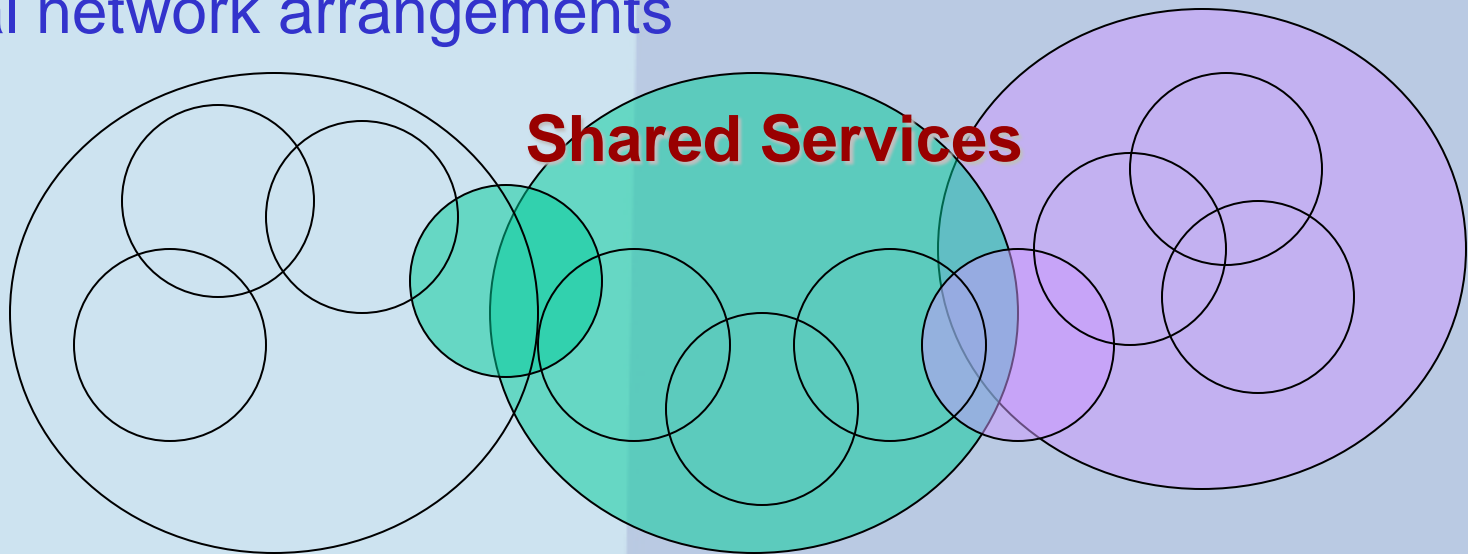
**Performance  
Specification for  
Integrated Supply  
Chain Management**

***The basis of effective re-engineering and change***

# Supply Chain Organisation

The organisational shape of the future?

Internal network arrangements



External network arrangements

***Think process and effectiveness NOT function and efficiency***

# Technology: the great enabler?

- Key role as an integration enabler
- Piecemeal and tactical approach to integration and to IT/IS development
- Multiple standards, processes and platforms
  - Internally
  - Across the supply chain

# Does IT Matter?

## Information Enablers and Drivers

Most IT solutions are no longer likely to provide strategic advantage, but simply the business basics (*IT is imitable*)

The competitive advantage for companies will originate from developing creative information technology strategies and implementing them superbly

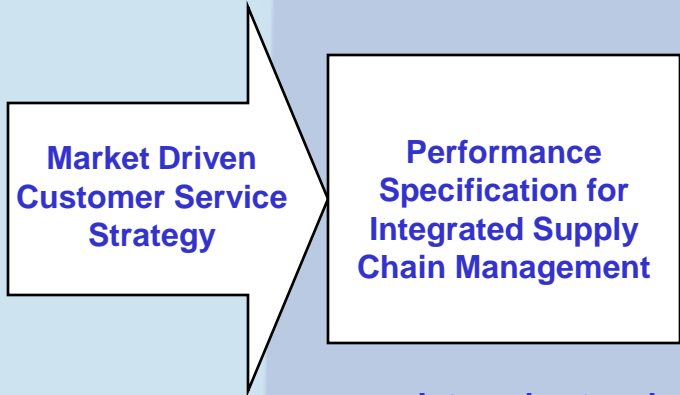
***Focus on process and people NOT on systems and hardware***

# Supply Chain KPIs in World Class Companies

- relates to company strategy (and stakeholders)
- incorporates non-financial measures
- limit the number of measures
- measures change over time
- measures simple and easy to use
- fast feedback to staff
- “learning” experience

***KPIs: the only rational basis for continuous improvement***

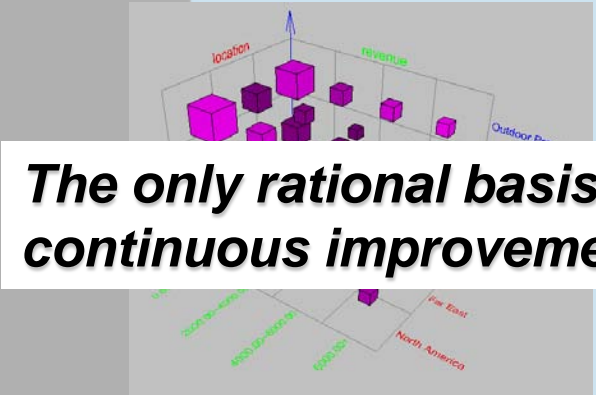
# Towards A Supply Chain Re-engineering Roadmap



Internal network arrangements

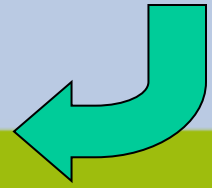
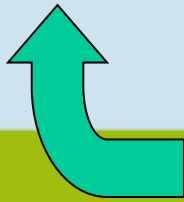


External network arrangements



**The only rational basis for continuous improvement**

**Focus on process and people**



# Cultural Capability Change Management

## Prerequisites for change

**Prerequisite One: - Pressure for Change**

**Prerequisite Two: - Clear Vision for Change**

**Prerequisite Three: - Capacity for Change**

**Prerequisite Four: - First-up Actions**



# Final Thoughts for the Day

- **Standing still = falling behind**
- **Innovation in all aspects is the key to survival**
- **Remember that most innovation is a series of small steps**
- **Re-engineering must focus on service delivery, integration, organisation and performance measurement**
- **People and learning are critical success factors**