

Acknowledgement

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Abstract

The purpose of this study in general is to investigate how corporate strategy influences supply chain configuration and management. This study focuses basically on the main manufacturing organization in the supply chain in an attempt to examine behavioral changes due to supply chain configuration and the practices used to align supply chain management to corporate success. This study focuses mainly on private manufacturing organizations in Dubai; however, this does not mean that the results cannot be generalized to organizations in similar industries.

The literature review concludes that both corporate strategy and supply chain management practices influence one another. Based on the literature, strategies utilized in the day to day supply chain activities and management practices are a direct reflection of the overall corporate strategy. On the other hand, it was found that corporate strategy is also influenced by the configuration and management practices of a supply chain. The literature also found that supply chain management activities and practices can be a great source of organizational competitive advantage, thus it can influence the overall organizational performance.

A conceptual framework was developed based on the literature findings and then used to examine two different case studies through the qualitative research method. First the relationship between corporate strategy and supply chain management practices and the way they influence one another was analyzed closely. Then the examination focused on how both competitiveness as well as the overall organizational performance is affected by the supply chain management practices. The results show that the formation of supply chain, short term functional objectives as well as long term objectives are based upon the corporate strategy and main business objectives in main manufacturing companies. However, it was found that there are no common strategic work objectives among supply chain partners. Results also indicate that corporate strategy is influenced by the formation of external relationships as such relationships require some behavioral changes to be adopted on all sides. The results also indicate that adopted supply chain practices as well as internal behavioral changes in companies can be a great source of competitive advantage, thus improved overall performance. However, such advantages were only

partially reached due to the fact that the buyer-supplier relationship was not utilized to the fullest extent in both case studies.

The identified shortcomings in the analysis of both case studies helped form a set of recommendations to improve supply chain relationships. The research recommends the application of supplier evaluation techniques before engaging in long term relationships. The research also recommends improving the internal managerial processes by opening the door to employees to be part of the decision making process as this can be a source of great competitive advantage and enhance the internal organizational health. As for supply chain work objectives, the research recommends coming up with a unified supply chain strategic goals that are accepted by all supply chain sides to insure the full understanding of all work related aspects. Having unified strategic goals is found to enhance the involvement of suppliers in the manufacturing process, thus opening the door for new opportunities and innovative initiatives that would have not been realized without such close relationships. The research also recommends evaluating supply chain activities at all times to make sure there are no deviations from the agreed upon objectives, delays or misguided or duplicated activities that will not add value to the end result.

ملخص البحث

الغرض من هذه الدراسة بشكل عام هو التحقق من العلاقة بين الاستراتيجية التي تتبناها الشركات في تنظيم أعمالها و بين الكيفية التي يتم بها ترتيب و إدارة سلسلة التوريد التي هي جزء منها. تركز هذه الدراسة على شركات التصنيع في سلسلة التوريد في محاولة لدراسة التغيرات السلوكية التي تتبناها نتيجة لكونها جزء من سلسلة توريد، كما وأنها تركز على الممارسات المختلفة التي تتبناها الشركات في محاوله جعل سلسه التوريد التي هي جزء منها سببا" في نجاح الشركة. الجدير بالذكر بأن هذه الدراسة تتمحور حول الشركات الخاصة في دبي، ولكن هذا لا يعني أن النتائج لا يمكن تعميمها على المؤسسات العاملة في مجالات مماثلة.

البحث يصل إلى أن كلا" من الاستراتيجية التي تتبناها الشركات والطريقة التي تدار بها سلسلة التوريد يؤثر بعضهما على بعض. الاستراتيجيات المستخدمة في إدارة الأنشطة اليومية في سلسلة التوريد والعمليات المستخدمة هي انعكاس مباشر للاستراتيجية العامة المتبناه من قبل كل شركة. كما وأن استراتيجية العمل المتبناه من قبل كل شركة تتأثر بإدارة سلسلة التوريد و نشاطاتها المختلفة حيث أن سلسلة التوريد قد تكون مصدرا كبيرا للميزة التنافسية للشركة، وبالتالي فإنه يمكن أن تؤثر على الأداء العام للشركة.

تم وضع إطار بحثي يستند على النتائج التي تم الوصول إليها من خلال المعلومات و النتائج التي تم الوصول إليها في دراسات سابقة. لقد تم استخدام طريقه التحليل النوعي على دراستين لشركتي تصنيع مختلفتين في دبي. تم أولا" تحليل العلاقة بين الاستراتيجية المؤسسية و الممارسات المختلفة لإدارة سلسلة التوريد والطريقة التي تؤثر بعضها البعض بشكل عام. من ثم تمت دراسة كيفية تأثير القدرة التنافسية لكل من شركتي التصنيع فضلا عن الأداء العام لكل شركة جراء ممارسات إدارة سلسلة التوريد. أظهرت النتائج أن الممارسات المختلفة لسلسلة التوريد، والأهداف قصيرة الأجل و طويلة الأجل تستند إلى الاستراتيجية المؤسسية المتبعة من قبل كل شركة. وتشير النتائج أيضا أن الاستراتيجية المؤسسية تتأثر بالعلاقات الخارجية المكونه مع شركات أخرى حيث أن هكذا علاقات تتطلب تبني بعض التغيرات السلوكية التي يتعين اعتمادها على كلا الجانبين. وتشير النتائج أيضا إلى أن ممارسات سلسلة التوريد فضلا عن التغيرات السلوكية الداخلية في الشركات يمكن أن تكون مصدرا كبيرا للميزة التنافسية، وبالتالي تحسين الأداء.

توصي نتيجة التحليل بتطبيق تقنيات تقييم ثابتة على الشركات المورده قبل الانخراط في علاقات طويلة المدى معها. كما يجب تحسين العمليات الإدارية الداخلية من خلال فتح الباب أمام الموظفين ليشاركوا بأفكارهم و معلوماتهم التي من الممكن أن تكون مصدرا للميزة التنافسية. أما بالنسبة لأهداف عمل سلسلة التوريد، نتيجة التحليل توصي بتنظيم أهداف موحدة لسلسلة التوريد تقبلها جميع اطراف السلسلة لضمان الفهم الكامل لجميع جوانب العمل. وجود أهداف استراتيجية سوف يعزز من مشاركة الموردين في عملية التصنيع، مما قد يفتح الباب أمام فرص و مبادرات جديدة يمكن من شأنها أن تفيد جميع أطراف السلسلة. توصي نتيجة التحليل أيضا" بضرورة تقييم أنشطة سلسلة التوريد في جميع الأوقات للتأكد من عدم وجود انحرافات عن الأهداف المتفق عليها.

Abbreviations

SC: Supply Chain.

SCM: Supply Chain Management.

GSCF: Global Supply Chain Forum.

GT: Group Technology.

CS: Communication Systems.

ROI: Return of Investment.

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