

Identifying Barriers in International Supply Chains: Lessons from Four Continents

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Towards more efficient and inclusive supply chains:
public and private sector perspectives



Agenda

- Introduction (Oxford, OXIRM and me)
- Research (themes, areas)
- Supply Chain and its importance
- Barriers to implement best supply chain practices



Introduction



Institution

- Saïd Business School, part of the University of Oxford
- Oxford Institute of Retail Management, OXIRM (over 25 years)

and me

- Master Degree in Economics, Maritime Transport and E-business (Gdańsk, Poland)
- PhD in Management Studies, Information Systems (Brunel Univ., UK)
- PG Diploma in Learning and Teaching in HE (Oxford, UK)
- Research themes: SCM, Information Systems, Performance Measurement, Operations Management, Outsourcing
- Focus on: Retail, Logistics, Emerging Markets, Visegrad Group (CE Europe)
- Teaching in Poland (Gdańsk) and the UK (University of Oxford)

My research:



Projects

- Integration of the Polish transport sector with the “Western” countries (pre EU-accession) - Interreg
- Transport corridors planning
- ICT in the seaports
- Electronic procurement
- Information Systems in Supply Chains
- BP/IT outsourcing
- Best Practices in transport and logistics (BestLog project)
- Supply Chain in emerging economies (forthcoming book)

Cooperation/Sponsors

- Intel, BAE systems, European Commission, European Logistic Association, Euro Commerce, Skills Retail,.....

Supply Chain Management



The Council of Supply Chain Management Professionals (CSCMP) in (UN/ESCWA, 2011) defines supply chain management as:

*Supply chain management encompasses the **planning and management of all activities** involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management **integrates supply and demand management within and across companies.***

Why Supply Chain is important?



Why Supply Chain is important?

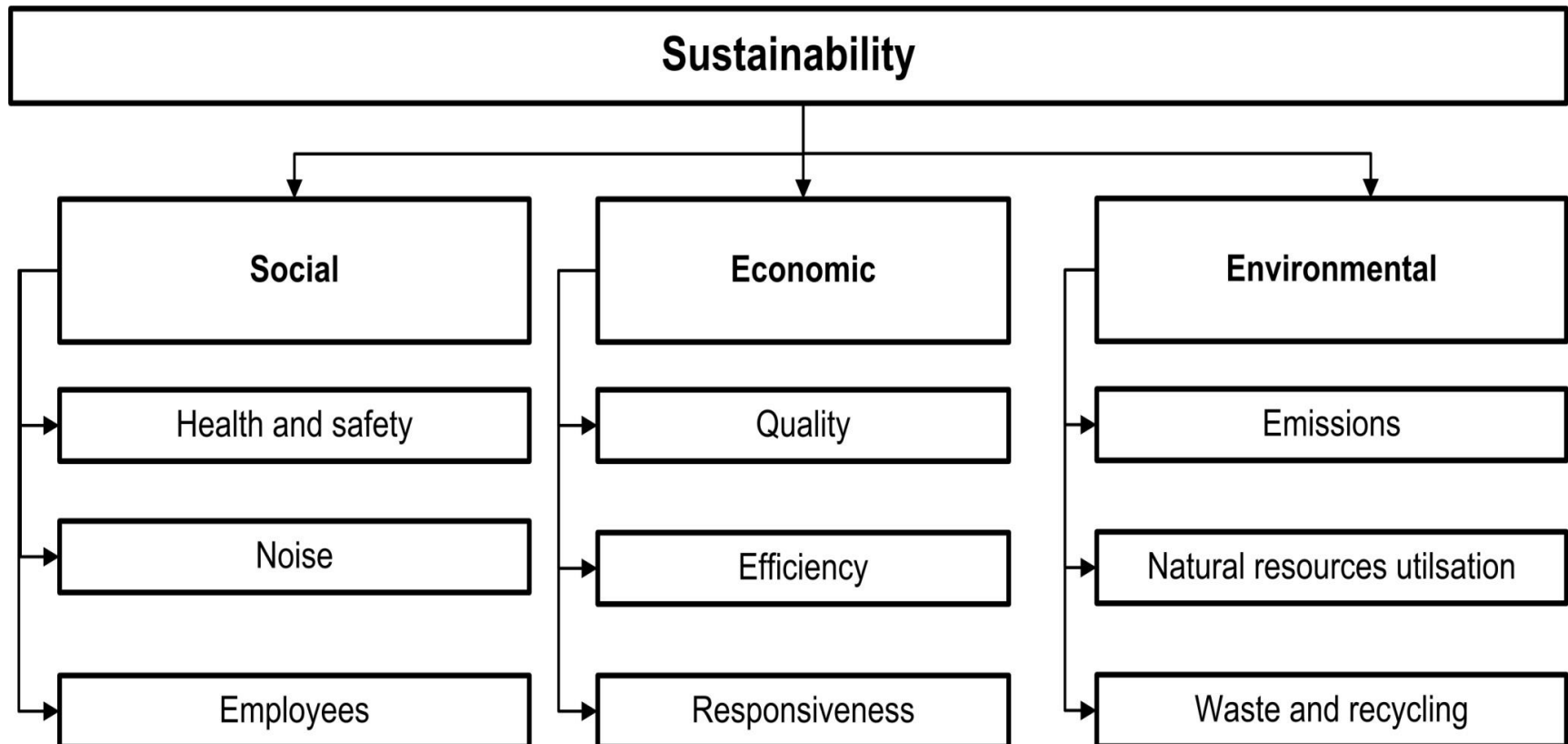


Supply Chain – importance and main trends



- Competition between supply chains not individual companies
- Key competence for retailers – managing relationships
- Range of retail companies: Wal-Mart, M&S, IKEA but also Apple
- Supply chain is not just transport and logistics – rise of specialised Logistics Providers (LP)
- Facilitation by Information Technology, online sales and omni-channel
- Global sourcing (single sourcing strategy) and retail internationalisation
- Concentration in retail and manufacturing (cutting the “middlemen”)
- Push to cut costs and improve efficiency, but....

Not just profits, customer want more... but can they pay more?



Not just profits...

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Barriers and challenges in Supply Chain



- Lack of free resources and long ROI
- Economy of scale is needed (cargo flows)
- Geography (location and access to markets)
- Work force (age, education, lack of SC professionals)
- Culture (national, corporate), work ethics
- Language
- Trust and cooperation

Barriers and challenges in Supply Chain



- Risk management: stability, safety and security*
- Quality and quality control*
- Low productivity rate*
- Infrastructure bottlenecks (transport corridors, ICT), electricity*
- Inefficient public regulations, legislation and corruption*
- Unequal development (geography, income distribution)*
- Culture (national, corporate), work ethics
- Language

Note: * - mainly in developing markets, but not restricted to them

▀ Thank you



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Publications:

<http://oxford.academia.edu/WojciechPiotrowicz>