

AD MI NIS 3 TRA ÇÃO:

Estudos organizacionais e sociedade

Elói Martins Senhoras
(Organizador)


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APRESENTAÇÃO

A evolução do pensamento administrativo tem sido apreendida no tempo como uma evolução incremental e contínua de debates sobre soluções e agendas estratégicas que podem otimizar processos, produtos e serviços ou resolver aqueles problemas que afetam a Sociedade e as Organizações.

O objetivo deste livro é caracterizar o campo científico da Administração em sua riqueza de agendas temáticas, por meio da apresentação de um conjunto diversificado de estudos que valoriza a reflexão sobre a realidade organizacional que é complexa, sem perder a praticidade de uma linguagem amplamente acessível ao grande público.

Neste sentido, a estruturação do presente livro fundamenta-se em um conjunto de 26 capítulos, os quais abordam, tanto as agendas teóricas e discursivas no campo epistemológico da Administração, quanto, a realidade empírica organizacional e da gestão estratégica, ilustradas no formato de estudos de caso.

A natureza exploratória, descritiva e explicativa dos capítulos do livro combina distintas abordagens quali-quantitativas, recortes teóricos e procedimentos metodológicos de levantamento e análise de dados, corroborando assim para a apresentação de uma genuína agenda eclética de estudos.

Resultado de um trabalho coletivo desenvolvido por meio de uma rede de autores brasileiros e estrangeiros, esta obra apresenta uma visão panorâmica sobre a realidade organizacional a partir de uma abordagem que valoriza a pluralidade de pensamento sobre a realidade dos desafios e problemas correntes.

Conclui-se para apreciação de leitura que uma panorâmica visão da do campo de Administração é fornecida ao público leitor, fundamentada em relevantes análises de estudos de casos que corroboram teórica e conceitualmente para a produção de novas informações e conhecimentos sobre a fluida realidade das organizacional no período contemporâneo.

Excelente leitura!


Elói Martins Senhoras

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DIFFERENCES BETWEEN A TRADITIONAL SUPPLY CHAIN AND AN INTEGRATED SUPPLY CHAIN

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ABSTRACT: The objective of this research is to establish the differences that exist between a traditional supply chain and an integrated supply chain in order to know the particularities of each one of them and can serve for decision-making in the academic field and business. Some of the most relevant differences between a traditional supply chain and an integrated supply chain according to Acero (2006) are; that the flow of information in a traditional supply chain revolves around availability and demand, which are reflected in the price offered and which are communicated discreetly, in a one-to-one relationship. With the integrated supply chain approach, the real demand for the product and the processes must be shared, preferably online, with all the links in the chain, so that, in a proactive way, they can be

able to influence the improvement in the future performance and everyone can collaborate when it comes to negative eventualities in the supply.

KEYWORDS: Traditional Supply Chain, Integrated Supply Chain.

DIFERENÇAS ENTRE UMA CADEIA DE ABASTECIMENTO TRADICIONAL E UMA CADEIA DE ABASTECIMENTO INTEGRADA

RESUMO: O objetivo desta pesquisa é estabelecer as diferenças que existem entre uma cadeia de suprimentos tradicional e uma cadeia de suprimentos integrada, a fim de conhecer as particularidades de cada uma delas e poder servir para a tomada de decisões nas áreas acadêmica e empresarial. Algumas das diferenças mais relevantes entre uma cadeia de abastecimento tradicional e uma cadeia de abastecimento integrada de acordo com Acero (2006) são; que o fluxo de informações em uma cadeia de suprimentos tradicional gira em torno da disponibilidade e da demanda, que se refletem no preço oferecido e se comunicam de forma discreta, em uma relação um a um. Com a abordagem da cadeia de suprimentos integrada, a real demanda pelo produto e pelos processos deve ser compartilhada, preferencialmente online, com todos os elos da cadeia, para que, de forma proativa, possam influenciar a melhoria no futuro desempenho e todos podem colaborar quando se trata de eventualidades negativas no fornecimento.

PALAVRAS-CHAVE: Cadeia de Abastecimento Tradicional, Cadeia de Abastecimento Integrada.

1 | INTRODUCTION

We are currently in the era of supply chain and supply chain competition between companies (LI, RAGU-NATHAN, RAGU-NATHAN, & RAO, 2006). Competitive advantage now depends on a company's ability to harness the intelligence inherent in supply chain networks to transform existing business processes (HORVARTH, 2001). An optimized supply chain requires a certain level of information sharing and collaboration between companies.

Due to intense global competition, organizations create a cooperative and mutually beneficial relationship between supply chain partners (WISNER & TAN, 2003). Bowersox, Closs, & Stank (1999), Frohlich & Westbrook (2001), pointed out that organizations or companies need to implement the integration of the supply chain to face the new challenges of the global competitive environment.

Over the past decade, there has been an increasing emphasis on supply chain management as a vehicle through which companies can achieve a competitive advantage in markets (COLLIN, 2003).

Due to intense global competition, organizations create cooperative and mutually beneficial relationship between supply chain partners, as supply chain activities become more dispersed among customers, suppliers and service providers, there is a greater need for customers and suppliers to work together more closely.

The supply chain management literature has long highlighted the strengths that must be gained by organizations seeking to integrate their supply chain. These benefits include greater visibility into data and information, more effective and efficient processes, supplier-managed inventory, and increased profitability (DUFFY & NARAYANAN, 2010). Effective supply chain management has become a potentially valuable way to secure competitive advantage and improve organizational performance as competition is no longer between organizations, but between supply chains (LI ET AL., 2006; CHRISTOPHER, 2011).

In this context, the objective of this research is to establish the differences that exist between a traditional supply chain and an integrated supply chain in order to know the particularities of each of them and this can serve for decision-making in the academic and business field.

Some of the most relevant differences between a traditional supply chain and an integrated supply chain according to Acero (2006) are; that the flow of information in a traditional supply chain revolves around availability and demand, which are reflected in the price offered and which are communicated discreetly, in a one-to-one relationship. With the integrated supply chain approach, the real demand for the product and the processes must be shared, preferably online, with all the links in the chain, so that, in a proactive way, they may be able to influence the improvement in the future performance and everyone can collaborate when it comes to negative eventualities in the supply.

Technological developments include functional advancements and cost reductions

for computer technology, remote access, and improved network capabilities, which enable the increased flow of information.

Traditional companies are function-oriented, which means that each department addresses key performance indicators first. This approach is no longer possible, due to two reasons: The first reason is related to internal efficiency. And the second reason is that functional thinking or silo thinking is bringing a level of efficiency that is sub-optimal.

Functional thinking and actions in favor of the department can bring savings only to the department, but cost other departments. At the bottom line this can be a cost to the company. Integrated supply chain management should promote end-to-end business philosophy, rather than function philosophy. The end-to-end process must harmonize activities within the company that would increase overall efficiency (CARTER LOGISTICS, 2018).

Non-integrated companies have disconnected product and information flow, limited ability to respond to customer requests, unpredictable product delivery rate, limited visibility into shipment information, and performance based on functional activities (BIZ-DEVELOPMENT, 2011)

With an integrated supply chain, companies get a greater focus on customer service. They also reduce waste and become faster and more flexible, while maintaining the highest quality standards. In general, they are gaining advantages over the competition, and they continue to implement continuous improvements to stay in that position (BIZ-DEVELOPMENT, 2011).

Regarding value-creating activities, in traditional supply chains it is enough to measure the added value in terms of physical metrics and efficiency in individual processes, however, when integrating the supply chain, chain measurements and measures of contribution that needs to be expanded to assess how much the chain is generating value to its final consumers and to each link. The cost/service relationship is permanently evaluated and collective corrections are taken to improve performance (ACERO, 2006).

In terms of integration, the financial flow should be seen as the flow of money through the participants and processes. This area requires a very strong cultural work since the chain needs to permanently know its financial liquidity for investment planning and unexpected adjustments (ACERO, 2006).

Knowing the differences between the traditional and integrated supply chain opens the door to new horizons in the study of supply chain management and in the analysis of supply chain integration, which is why the importance of this study. The following figure 1 shows how to size the basic flows in a traditional chain and in an integrated chain.

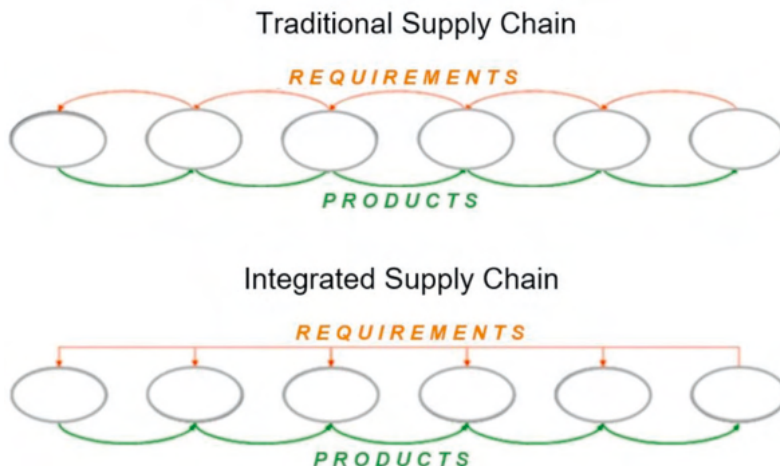


Figure 1. Basic Flows in a Traditional Chain and an Integrated Chain

Source: (ACERO, 2006).

2 | INTEGRATED SUPPLY CHAIN

Supply chain integration is a new organizational model guideline, which considers dynamic supply chain alliance, to realize resource integration through supply chain interactive collaboration operation, focusing on connection transparent companies to improve supply chain competitiveness by establishing and maintaining a long-term strategic partnership based on information integration, business and function reengineering, organization integration, cultural adaptation and strategic resource reorganization (CHEN & MA, 2006; HUO, JIANG, JIA, & LI, 2009).

Thorn's comprehensive hierarchical planning framework sets out how to integrate supply chain effectively. The relative key techniques can be classified into three levels based on the rules from entity objectives to relative objectives and basic capabilities to advanced capabilities: the basic level of operations management, the planning and control level, and the level of strategic management.

The supply chain operations level involves the entire process, from material procurement to order fulfillment, which is the physical level and basic elements of the supply chain. Supply chain integration must start with integration at this level, which is the foundation of collaboration between all companies. Depending on organizations and functions, *integration at the operational management level* includes internal focal manufacturer integration, vendor integration, distributor integration, and customer integration.

The operation needs the support of integrated planning and performance evaluation, which involves using multiplication techniques to plan, monitor, evaluate and improve performance. *Integration at the planning and control level* coordinates all business processes,

especially sourcing, branding, order fulfillment, and inventory replenishment through the use and coordination of information. The core competencies at this level involve: databases, which allow members to share the necessary information; transaction system, which can initiate and deal with inventory replenishment and customer order fulfillment. In addition, it is vital to build the relevant capacity for internal communication and collaborative operation.

The integration of supply chains is considered of strategic and operational importance (FROHLICH & WESTBROOK, 2001).

Supply Chain Integration has been seen as a way to develop a competitive advantage from relationship management, to reduce response time to the market (Sezen, 2008), allowing cost adjustments to simplify processes and eliminate redundancies (CHEN, DAUGHERTY, & LAUNDRY, 2009; ROSENZWEIG, ROTH, DEAN, & J. W., 2003).

Nevertheless, it is still common to see companies ignore the value of investing in internal and external relationships to create competitive advantages. The knowledge of the practices that add value are practices that companies lack, therefore, they seek immediate and unique solutions, leading to an under-utilization of their potential.

The benefits of integration often translate into aspects valued by customers, such as product quality, delivery reliability, process flexibility, and cost leadership (ROSENZWEIG ET AL., 2003).

However, as the market has increasingly demanding customers and businesses can no longer survive on its own. To achieve integration, members of the chain must see each other as partners, working together in developing strategic planning, demand, forecasting, and goal setting. Therefore, to achieve the integration of the supply chain, some characteristics that must be identified in the relationship between the members are: trust, information exchange, association, cooperation, collaboration and coordination (ARANTES, LEITE, BORNIA, & BARBETTA, 2018).

Flynn et al. (2010) define a supply chain integration as the degree to which a manufacturer strategically collaborates with its supply chain partners and collaboratively manages intra- and inter-organizational processes.

Another definition of Flynn et al. (2010) Supply chain integration (SCI) refers to the degrees of collaboration and coordination across intra-organizational and inter-organizational boundaries spanning internal customer and supplier dimensions.

Arantes et al., (2018) define the supply chain integration as the alignment of the internal and external flows of a supply chain through collaboration and coordination between members, seeking effective and efficient flow of goods, services, information and finances, to generate value for the end customer.

3.1 COMPARISON OF THE TRADITIONAL APPROACH, SUPPLY CHAIN MANAGEMENT AND SUPPLY CHAIN INTEGRATION

Supply chain management requires much more effort, coordination, and analysis than traditional channel management approaches, however, a supply chain integration requires even more collaborative, coordinating, and integrating work, and can improve the benefits and competitive advantages. It is important to recognize some of the tasks for the different approaches, which are summarized and presented in table 1 for some activities of the supply chain. The traditional and SCM approaches are taken from the investigations of Cooper & Ellram (1993) and Cooper, Ellram, Gardner, & Hanks (1997).

Element	Tradicional	Supply Chain Management SCM	Supply Chain Integration SCI
Inventory Management Approach	Independent efforts	Joint reduction in channel inventories	They share their demand forecasts, their inventory levels, their production plans, carry out joint planning, work on reducing inventory to the minimum level to the extent that it does not impede the continuation of work and improves the cost per unit
Total Cost Approach	Minimize firm costs	Cost efficiency across the channel	They make joint decisions to improve cost efficiency, work on scale economies, seek to reduce waste, reduce faulty performance, organize their internal processes to shorten execution (distribution) activities, use appropriate means of transportation
Time Horizon	Short term	Long-term	They seek to establish long-term relationships
Amount of Information Sharing and Monitoring	Limited to the needs of the current transaction	As needed for planning and monitoring processes	They share <i>technical information</i> (information that has distinctive properties and technical characteristics of the product, process or program), <i>general information</i> (company identification data), relevant information (technical, production plan, demand forecast), <i>commercial information</i> (economic performance, solvency and financial capacity)
Amount of Coordination of Multiple Levels in the Channel	Single contact for transaction between channel pairs	Multiple contacts between levels in companies and channel levels	They set joint objectives, seek a strategic partnership, develop joint responsibilities, make joint decisions, carry out joint activities
Joint Planning	Based on transactions	On going	Joint planning to anticipate and solve problems, in quality improvement efforts, in product development processes and joint activities

Compatibility of Corporate Philosophies	Irrelevant	Compatible at least for key relationships	They strive to unify their culture (mission, vision and values) with internal stakeholders: employees, managers, owners; external stakeholders: suppliers, society, government, creditors, customers)
Breadth of the Supplier Base	Great for increasing competition and extending risk	Small to increase coordination	Those necessary to establish long-term strategic relationships and partnerships
Channel Leadership	Unnecessary	Needed for the coordination approach	All at the same level, it requires the collaborative work of suppliers, service providers, internal organization of the company and customers
Amount of Sharing Risks and Rewards	Each on their own	Long-term shared risks and rewards	All the time they seek to anticipate and solve problems and attend to complaints or suggestions, they use compensation, incentives and rewards systems
Speed of Operations, Information Flows and Inventory	Warehouse orientation (storage, safety stock) interrupted by barriers to flows; located in pairs of channels	Orientation (inventory velocity) that interconnects flows; JIT, fast response through the channel	They respond to changes in volumes orders, respond and accommodate periods of insufficient supply, respond and adapt to periods of low production performance, ability to change ingredients, respond to new markets and new competitors, evaluate order-taking time, order fulfillment, delivery times, monitor shipment tracking
Information systems	Independiente	Compatible, communications key	They invest in information or communication systems, share information in real time through information technologies

Table 1. Comparison of the Traditional Approach, Supply Chain Management and Supply Chain Integration

Source: Own elaboration based on Cooper, M. C., & Ellram, L. M. (1993). Characteristics of Supply Chain Management and the Implications for Purchasing and Logistics Strategy. *The International Journal of Logistics Management*, 4(2).

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4 | CONCLUSIONS

According to the literature, an integrated supply chain is synonymous with utility, benefits, development, and results for the firm, which is therefore a source of competitive advantages. Although the term supply chain integration is not new, and has been the subject of study for approximately 20 years, in the industrial field it is not well known, perhaps there are tasks that in one way or another could be said that they fall into the category of integration, however, the integration process does not occur completely. The industrial world with globalization and competition needs coordinated work, collaboration, integration, to be able to face the adversities of the day to day, which will provide a mutual benefit among the

participants, since each focal company co-work with suppliers, service providers, clients, government, society, and it takes everyone to be a sustainable company. In the academic field, there is still an ambiguity regarding its understanding and study, so it really is an issue of importance for both sectors. This work was intended to raise awareness of the importance and need of having an integrated supply chain and briefly contrasted some of the differences between a traditional supply chain and an integrated supply chain.

A figure is presented to understand better in an illustrated way the difference between a traditional supply chain and an integrated supply chain. Similarly, a comparison is presented between a supply chain, supply chain management, and supply chain integration, which shows a clearer idea of the differences.

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