



Supply chain integration: an international comparison of maturity

Supply chain
integration
maturity

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Abstract

Purpose – The purpose of this paper is to examine the uptake of supply chain integration (SCI) principles internationally and the resultant integration maturity.

Design/methodology/approach – A rigorous supply chain diagnostics methodology called the Quick Scan is used to assess the integration maturity of 72 value streams located in New Zealand, Thailand and the UK.

Findings – The majority of the organisations studied are struggling to turn the SCI concept into reality. Supply chains on average are poorly integrated. However, there exist a handful of exemplar cases that provide guidance; levels of integration maturity appear not to differ internationally.

Research limitations/implications – Only three nations are compared, hence the sample is not fully representative of all countries and industries. There is a significant gap between supply chain rhetoric and practice; clear guidance on how to enable effective integration is required. National settings do not appear to affect the extent of application of supply chain management concepts.

Practical implications – SCI is a very difficult undertaking. Indifferent practice is the norm. If organisations can attain even the middle ground of internal integration they will outperform many of their competitors.

Originality/value – The paper presents an international benchmark of SCI maturity involving three triangulated measures of supply chain performance.

Keywords Supply chain integration, Benchmarking, International comparisons, New Zealand, Thailand, United Kingdom

Paper type Research paper



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