

# Competitive advantage through logistics business



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## Contents

- 3. 10 Drumhead

The premise that good merchandises will sell themselves is no longer acceptable and neither is it advisable to conceive of that success today will transport frontward into tomorrow. The concern of every director who is watchful to the worlds if the market place, is to seek a sustainable and defendable competitory advantage.

Harmonizing to Christopher ( 2011 ) , the beginning of competitory advantage is found foremost in the ability of the administration to distinguish itself, in the eyes client, from its competition, and secondly by runing at a lower cost and hence at greater net income. Sing the footing of success in any context, Christopher ( 2011 ) advocates that, at its most elemental, commercial success derives from either a cost advantage or a value advantage or, ideally both. He farther indicated that the most profitable rival in any industry sector tends to be the lowest-cost supplier or the provider supplying a merchandise with the greatest perceived differentiated values.

Alan Rushton et Al ( 2010 ) besides indicated that a company may vie as a service leader, where it is seeking to derive an advantage over its rivals by supplying a figure of cardinal service elements to distinguish itself. Or it may vie as a cost leader where it is seeking to use its resources so that it offers the merchandise at the lowest possible cost, therefore deriving a productiveness advantage. Christopher ( 2011 ) concluded that successful companies either have a cost advantage or value advantage or a combination of the two at its best.

### **2. 5. 1 Cost Advantage**

The chief path to be decrease was suggested traditionally to be through the accomplishment of greater gross revenues volume and in peculiar by bettering market portion. Christopher ( 2011 ) argues that the unsighted chase of economic systems of graduated table through volume additions may non ever lead to improved profitableness. Christopher ' s ground was that much of the cost of a merchandise in today ' s universe lies outside the four walls of the concern in the wider supply concatenation. Christopher ( 2011 ) further argued that it is progressively through better logistics and supply concatenation direction that efficiency and productiveness can be achieved and therefore significantly to cut down unit costs.

### **2. 5. 2 Value Advantage**

A merchandise or service may be seen as a ' commodity ' and sale will be given to travel to the cheapest provider unless the merchandise or service offered could be distinguished in some manner from its rivals, ( Christopher 2011 ) .

It is hence of import to seek to add extra values to offer to tag out from the competition. Such value distinction could be gained basically through the development of a scheme based upon added values and this will usually necessitate a more metameric attack to the market. Different groups of client within the entire market attach different importance to different benefits. The importance of such benefit cleavage lies in the fact that frequently there are significant chances for making differentiated entreaties for specific sections. Adding value through distinction is a powerful agencies

of accomplishing a defensible advantage in the market ( Christopher 2011 ) .

Another powerful and utile agencies of adding value is service. Christopher argues that it is going increasingly more hard to vie strictly on the footing of trade name or corporate image since markets are going more service-sensitive.

### **2. 5. 3 Uniting Cost Advantage and Value Advantage**

Successful companies frequently seek to accomplish a place based upon both a cost advantage and a value advantage. Christopher ( 2011 ) examined the available options utilizing the matrix below.

Figure 2. 2 Logistics and competency advantage

High

Low

Value Advantage Service Leader

Cost and Service Leader

Commodity Market

Cost Leader

Low High

Cost Advantage

Beginning: Adopted from Martin Christopher, Logistics and Supply Chain Management, 2011 4th edition, p. 7

He explained that companies who find themselves at the bottom left-hand corner of the matrix have no cost advantage as their merchandises are identical from that of their rivals. The strategic options available are to either move to the right of the matrix to be a cost leader or upwards towards service leading.

Cost leading schemes have traditionally been based upon economic systems of graduated table gained through gross revenues volumes. However, an increasing powerful path to accomplishing cost advantage comes not needfully through volume and economic systems of graduated table but alternatively through logistics and supply concatenation direction ( Christopher, 2011 ) logistics costs in many industries and stand for such a important proportion of entire costs that it is possible to do major cost decreases through basically re-engineering logistics procedures. The other manner out of the “ trade good ” quarter-circle of the matrix is to seek a scheme of distinction through service excellence.

Examples of how an administration could vie as a service leader or as a cost leader were given by Rushton et al ( 2010 ) as shown in the figure below.

Value advantage accomplishment might include the proviso of a specially trim service or the usage of several different channels of distribution so that the merchandise is available in the market place in a figure of different ways. It might include a guaranteed service degree or a regular update on the position of orders. For a cost/productivity advantage, this may include a

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figure of different agencies of cost minimisation, such as keeping really low degrees of stock list and guaranting that all fabrication and distribution assets are kept at a high use.

Figure 2. 3: The Logistics deductions of different competitory places.

Cost and Service Leader

Cost Leader

Service

Leader

Commodity market

VALUE ADVANTAGE

Logisticss Leverage Opportunities

Tailored Service

Distribution and Channel Strategy

Dependability

Responsiveness

Information

Flexibility

COST/PRODUCTIVITY ADVANTAGE

## Logistics Leverage Opportunities

Capacity Utilisation

Asset Turn

Low stock list

Low wastage

Beginning: Alan Rushton et Al, The Handbook of Logistics & A ; Distribution Management, 4th edition, 2010.

It should besides be emphasized that for many companies it is necessary to develop otherwise configured logistics constructions to provide for the assortment of service offerings that they need to supply ( Rushton, 2011 ) . That notwithstanding, a challenge to direction is to place the appropriate logistics and supply concatenation direction schemes to place the administration as the cost and service leader. As indicated by Christopher ( 2011 ) , it is a place of some strength busying ‘ high land ‘ that is highly hard for rivals to assail. Logistics and supply concatenation direction therefore has the possible to help administrations in the accomplishment of both a cost advantage and a value advantage.

## **2. 6 STRATEGIC LOGISTICS PLANNING**

Cooper et Al ( 1992 ) defined logistics strategic planning as a incorporate, comprehensive, and integrated be aftering procedure to accomplish competency advantage through increased value and client service, which consequences in superior client satisfaction, by expecting future demand for

logistics services and pulling off the resources of the full supply concatenation.

Logistics strategic planning is done within the context of the overall corporate ends and program, and requires an apprehension of how the different elements and activities of logistics interact in footings of tradeoffs and the entire cost to the administration. Logistics can therefore best formulate its aim scheme merely by understanding the corporate scheme ( Grant et al, 2006 ) .

Surveys by A. T Kearney ( 2004 ) noted an addition in the complexness of logistics and supply concatenation environments that necessitates a better planning by logistics professionals. They defined four ( 4 ) types of complexness in such environment as:

Market-facing with respect to merchandise development and channel choice.

Internal operating determinations and pattern.

External factors such as rivals and authorities.

Organizational factors such as corporate administration, IT and cross-functional capablenesss.

Their believe was that administrations need to take a proactive function in the strategic logistics by altering procedure in their companies, and distinguish their activities from a unvarying and ' predictable ' theoretical account to more antiphonal theoretical accounts in order to manage



increasing complexness. Figure 2. 4 below shows an illustration of how this could be done by administrations.

The Type 1 theoretical account focal points on a thin and efficient operation that is dominated by doing merchandises. The Type 2 theoretical account focal points on providing complex merchandises to specific demands, with long lead-times, which require collaborative planning and supply concatenation spouses. The Type 3 theoretical account focal points on maximising efficiency to run into client demands in footings of volume and mix, therefore necessitating flexibleness and late constellation of finished goods ( A. T Kearney, 2004 ) .

Figure 2. 4: Differentiation of Logistics and Supply Chains

Manage and ControlType 1:

Plan

Make

Procure

Distribute

Shop

## **Type 2:**

Manage and Control

Manage and Control

Procure

Plan

Distribute

Shop

Make

Shop

Make

Plan and

Procure

Distribute

### **Type 3:**

Manage and Control

Distribute

Plan

Procure

Make

Shop

Make

From uniforma^! a^! to distinguish

## **Beginning: Adopted European Logistics Association and A. T. Kearney, Differentiation for Performance ; Excellence in Logistics 2004**

### **2. 6. 1 Explicating the Strategic Logistics Plan**

In their book “ Fundamentals of Logistics Management ” , Grant et Al ( 2006 ) indicated that the development of the strategic logistics program is dependent on the selling, fabrication, finance/accounting and logistics functional countries.

Marketing provides information about merchandise or service offerings, pricing and publicity for each channel. This includes planned gross revenues volume per month, type of client, and regional countries ; merchandise debuts and omissions ; and client service policies for assorted types of client and geographical country. Manufacturing provides information such as locations of current and planned production installations, and planned volume and merchandise mix for each site. When the same merchandise is produced at multiple locations, logistics can find how to function each market most expeditiously. Finance/accounting provides cost prognosis related to rising prices rates and growing premises that need to be built into the planning procedure to project future costs, and every bit good the informations for executing cost trade-off analysis. It is besides responsible for capital budgeting, which determines the handiness of capital to finance outgos to better logistics equipment and substructure.

Logistics itself provides information and analysis related to the Bing Logistics web to the other maps, including current storage and distribution installations owned and rented, both at fabrication locations and in the field; equipment and capabilities at each location; and current transit agreements between assorted channel members. Logistics must place the costs associated with these activities and the assorted channels used and proposed.

Management needs to set the logistics plan into operation through the channel members it chooses. Channel members should be judged and selected harmonizing to predetermined standards designed to run into logistics aims, such as dependability, consistency, geographical coverage, assortment of service offerings, usage of information engineering and cost.

## **2. 6. 2 Components of Strategic Logistics Plan**

Stock and Lambert ( 1987 ) indicated that the strategic logistics program should dwell of the following:

A direction overview, depicting the logistics scheme in general footings and its relationship to the other major concern maps.

A statement of the logistics aims related to cost and service for both merchandise and client.

A description of the single client service, stock list, repositing, order processing and transit schemes necessary to back up the overall program.

An lineation of the major logistics plans or operational programs described in sufficient item to document programs, related costs, timing, and their concern impact.

A prognosis of the necessary work force and capital demands.

A logistics fiscal statement detailing operating costs, capital demands, and hard currency flows.

A description of the concern impact of the logistics scheme, in footings of corporate net incomes, client service public presentation, and the impact on other concern maps.

### **2. 6. 3 Developing the Strategic Logistics Plan**

Harmonizing to Grant et Al ( 2006 ) , the development of a strategic logistics program requires the followers:

A thorough appreciation and support of corporate scheme and back uping selling programs in order to optimise cost-service tradeoffs.

A thorough apprehension of how clients view the importance of assorted client service elements and the public presentation of the house compared with its rivals.

Knowledge of the cost and profitableness of channel aims.

Stock and Lambert ( 1987 ) stressed that when the overall corporate schemes and selling programs have been determined, the logistics contriver must measure basic options and urge the system constellation that satisfies client demand at lowest entire cost. This implies, the procedure must get

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down with identifying and documenting client service ends and schemes.

The aggregation of such information is achieved through logistics audit.

## **2. 6. 4 The Logisticss Plan**

The logistics program starts with a definition of client service ends and schemes ( Stock and Lambert, 1987 ) . This will find stock list ends and deployment schemes, warehouse schemes and plans, transit schemes and plans and order processing schemes and plans.

The factors that must be evaluated to find the most efficient and effectual logistics scheme include: client service demands, variableness of demand, figure and location of warehouses, stuff handling methods, the frequence of refilling, shipment size, manners used, order rhythm times and entire costs ( Stock and Lambert, 1987 ) .

Stock and Lambert ( 1987 ) eventually summarised the logistics be aftering procedure in footings of 11 major stairss as follows:

Initiate and plan the procedure.

Measure the current logistics activities.

Identify merchandise fabrication demand.

Determine the impact of concern growing.

Develop a profile of competitory logistics webs.

Develop client service demand.

Rationalize the logistics web.

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Review and urge betterment.

Formulate public presentation measuring and service degrees.

Review and urge stairs to better organisational duties.

Document the program and fix an execution program.

## **2. 7 LOGISTICS PERFORMANCE MEASURES**

The logistics map has long been under force per unit area to show its part to organisational public presentation ( Rutner and Langley 2000 ) .

Consequently, research in logistics has examined the influence on organisational public presentation of high-performance logistics patterns and capablenesss. For case, old research has shown that excellence in executing logistics activities and capablenesss is associated with superior organisational public presentation ( Lambert and Burduroglu 2000 ; Lynch, Keller, and Ozment 2000 ) .

With the increasing consciousness of the strategic deductions of logistics ( Cheng and Grimm 2006 ; Stank, Davis, and Fugate 2005 ) and the turning consciousness of the benefits of leveraging logistics to increase client value ( Mentzer and Williams 2001 ; Stank et Al. 2003 ) , mensurating the public presentation of logistics has become a high precedence ( Griffis et al. 2007 ) . Understanding logistics public presentation has long been of involvement to logistics research workers and has been conceptualized and through empirical observation tested in a assortment of ways ( Enslow et al. 2005 ) .

Traditional logistics public presentation steps include “ difficult ” steps such as service, cost, and return on assets or investing ( Brewer and Speh 2000 ; Morash, Droge, and Vickery 1996 ) and “ soft ” steps, such as directors ‘ perceptual experiences of client satisfaction and trueness ( Chow, Heaven, and Henriksson 1994 ; Holmberg 2000 ) . More late, some have maintained that logistics public presentation steps be linked to corporate scheme ( Lambert and Pohlen 2001 ; Zacharia and Mentzer 2004 ) and more explicitly integrated clients ‘ positions ( Brewer and Speh 2000 ; Mentzer, Flint, and Kent 1999 ) .

Mentzer and Konrad ( 1991 ) defined logistics public presentation as effectivity and efficiency in executing logistics activities. Langley and Holcomb ( 1992 ) extended this definition by adding logistics distinction as a cardinal component of logistics public presentation because the value clients receive from logistics activities besides serves as an index of logistics public presentation. They contended that logistics could make value through efficiency, effectivity, and distinction. For case, value can be created through client service elements such as merchandise handiness, seasonableness and consistence of bringing, and easiness of puting orders. If logistics can make value through the inimitability of its logistics activities, a house may be able to distinguish itself from its rivals.

In drumhead, virtually all of the diverse logistics public presentation standards presented in old literature can be subsumed under the dimensions of effectivity, efficiency, and distinction. Therefore, the cumulative grounds of old research suggests that logistics public presentation is multi-dimensional and is defined as the grade of efficiency, effectivity, and

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distinction associated with the achievement of logistics activities ( Bobbitt 2004 ; Cameron 1986 ) .

Logistics direction plays a critical function in supply concatenation direction and the fact that competition is presently viewed from a supply concatenation position, this thesis will look at logistics public presentation steps in the broader position of supply concatenation direction.

## **2. 8 SUPPLY CHAIN PERFORMANCE MEASUREMENT**

### **2. 8. 1 Definition and Scope**

The chief aim of public presentation measuring is to supply valuable information which allows houses to better the fulfilment of clients ' demands and to run into house ' s strategic ends ( Chan, 2003 ) . It is hence of import to mensurate how efficaciously the clients ' demands are met and how resources are expeditiously used to make a certain degree of client satisfaction ( Neely, Gregory, & A ; Platts, 2005 ) . Supply concatenation public presentation direction is a system of steps to measure the effectivity and efficiency of organisational constructions, procedures and resources non merely for one house but besides for the full supply concatenation ( Hellingrath, 2008 ) . It provides some footing for understanding the whole system, act upon the behaviour and supply information about the public presentation of the supply concatenation participants and stakeholders ( Simatupang & A ; Sridharan, 2002 ) . Developing and utilizing public presentation steps is an indispensable map of direction ( Fredendall, 2001 ) . The use of public presentation measuring systems besides supports the aims of transparence and a common apprehension of the whole supply concatenation ( Simatupang & A ; Sridharan, 2002 ) .

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## 2. 8. 2 Supply Chain Controlling

One of the chief undertakings of supply concatenation commanding is to implement a common cognition and apprehension of the procedures in the whole supply concatenation ( Otto & A ; Stolze, 2003 ) . The phrase ' supply concatenation commanding ' indicates the building and guidance of the interactions within the whole supply concatenation by utilizing equal commanding constructs ( Hellingrath, 2008 ) .

The aims of supply concatenation commanding can be divided into direct and indirect aims. The direct aims focus on the public presentation measuring of procedures and resources, while the indirect aims concentrate on more strategic aims, such as fight or deriving market portions ( Westhaus, 2007 ) .

Sing this brief description it is seen that supply concatenation commanding includes the strategic aims of companies, while supply concatenation public presentation measuring focuses on effectual and efficient operations merely. Therefore supply concatenation public presentation measuring could be seen as an component to back up the supply concatenation commanding aims. Supply concatenation commanding defines the strategic aims of the supply concatenation public presentation measuring systems. In this maestro thesis supply concatenation public presentation measuring will be seen as an component of supply concatenation commanding. The construct of supply concatenation commanding screens all facets of seeking to command, step or measure the public presentation in a complete supply concatenation on the strategic, tactical or operational degrees ( Seuring, 2006 ) .

### **2. 8. 3 Supply Chain Monitoring**

Theory provinces that the public presentation of supply ironss should be monitored supplying cost steps and non-cost related steps ( Gunasekaran, Patel, & A ; Tirtiroglu, 2001 ) . The cardinal construct to supervise the supply concatenation and accomplish higher visibleness is called supply concatenation monitoring ( Hultman, Borgstrom, & A ; Hertz, 2006 ) . Hultman et Al. ( 2006 ) specify supply concatenation monitoring as the attempt of histrions in a supply concatenation to pull off and command visibleness of information sing flows of merchandises and services in different degrees and waies in a supply concatenation. The cardinal key of a supply concatenation monitoring system is the exchange of information in signifier of standardised informations between all the participants of the concatenation ( Hultman et al. , 2006 ) .

Therefore supply concatenation monitoring focuses on sharing information and information among the full supply concatenation, while supply concatenation public presentation measuring is straight connected with specific ends, such as accomplishing effectivity and efficiency. In general it can be seen that the three attacks of supply concatenation commanding, supply concatenation public presentation measuring and supply concatenation monitoring construct up on each other.

These attacks can be related to the different strategic, tactical and operational degrees in supply concatenation direction. On the strategic degree, supply concatenation commanding focal points on the full supply concatenation and the controlling of the aims of the whole supply concatenation. The tactical degree is covered by supply concatenation public  
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presentation measuring mensurating the effectivity and efficiency of resources and procedures based on the strategic aims of the supply concatenation. And last, on a more operational degree, the supply concatenation monitoring construct is based on the exchange of information and information. In amount, supply concatenation controlling is the chief phrase for mensurating the public presentation of a supply concatenation, including or utilizing the other two attacks. Therefore logistics and supply concatenation public presentation measuring, which will farther be researched in this thesis, is a significant component in commanding and pull offing a supply concatenation.

#### **2. 8. 4 Internal Supply Chain Performance Measurement**

Internal supply concatenation public presentation measuring chiefly focuses on such steps as lead clip, make full rate or on-time public presentation ( Lambert & A ; Pohlen, 2001 ) . These steps are generated within a company and do non measure the whole supply concatenation. It is for this ground why this literature seeks to turn to public presentation steps holistically and non restrictive to logistics public presentation steps. Taking merely one company into history can take to state of affairss where apparently good steps lead to inappropriate results for the full supply concatenation ( Coyle et al. , 2003 ) .

The cardinal functions of these internal supply concatenation public presentation measuring systems are highlighted by Chan et Al. ( 2006 ) as mensurating the public presentation of concern procedures, mensurating the effects of the companies ' schemes and programs, naming of jobs, back

upporting decision-making, actuating betterments and back upping communicating within a company.

Furthermore, Chan et Al. ( 2006 ) criticized such traditional functions of public presentation measuring as short-run and finance oriented, missing strategic relevancy, strong internal focal point, avoiding overall betterments, inconsistent steps and the quantification of public presentation in Numberss. Bearing these functions of internal public presentation measuring and the affiliated unfavorable judgment in head, it becomes obvious that these internal public presentation measuring systems can non be adapted to external public presentation measuring systems, mensurating the full supply concatenation. Therefore in modern environment it has become necessary to develop external supply concatenation public presentation measuring systems which extend the limited range of individual companies and their single maps ( Coyle et al. , 2003 ) .

### **2. 8. 5 External Supply Chain Performance Measurement**

Performance measuring systems are rarely connected with overall supply concatenation schemes, deficiency balanced attacks to incorporate fiscal and non-financial steps, deficiency system thought and frequently encourages local optimisation ( Gunasekaran et al. , 2001 ) . Due to increasing demands of supply concatenation direction it is necessary to research suited public presentation steps and how accurate public presentation measuring systems can run into the demand of support in decision-making and uninterrupted betterment in supply ironss ( Chan et al. , 2006 ) .

Taking these challenges and the fact that more and more houses recognize the potency of supply concatenation direction into history, it becomes obvious that there is much petition for supply concatenation public presentation measuring systems for the supply concatenation as a whole. The bing public presentation measuring systems in supply concatenation environment frequently fail to carry through the demands due to the different perpendicular and horizontal influences in supply ironss ( Chan et al. , 2006 ) .

## **2. 8. 6 Supply Chain Performance Measurement Systems**

Neely, Gregory & A ; Platts ( 2005 ) defines public presentation measuring system as the set of prosodies used to quantify the efficiency and effectivity of actions. Supply concatenation public presentation measuring systems put more accent on the two distinguishable elements of clients and rivals than internal measuring systems do. Truly balanced public presentation measuring systems provide directors with information about both of these elements ( Neely et al. , 2005 ) . Harmonizing to Neely ( 2005 ) , public presentation measuring systems consist of three degrees:

The single public presentation steps.

The set of single public presentation steps ; the public presentation measuring system as an entity.

The relationship between the public presentation measuring system and the environment within which it operates.

## **2. 8. 7 Supply Chain Operation Reference Model ( SCOR )**

The SCOR is a tool which offers the chance to depict a complete supply concatenation ( Becker, 2005 ). SCOR has been developed by the Supply Chain Council ( SCC ) , to implement a criterion when patterning complete internal and external supply ironss ( Weber, 2002 ) . The chief aim of the theoretical account is to depict, analyze and measure supply ironss ( Poluha, 2007 ) . The thought behind the theoretical account is that every company or supply concatenation can be described with some basic procedures. The SCOR-model offers a elaborate description, analysis and rating of a supply concatenation for the physical, information and fiscal flows. A chief accent of the theoretical account fussy on the information flow.

The theoretical account can be used to see the full supply concatenation from the provider ' s provider to the client ' s client. Hence it is necessary to depict all involved participants of the supply concatenation with standardised standards. The standards are process types, SCOR-processes and the different hierarchy degrees.

The standards procedure types is separated in planning, put to deathing and enabling procedures and is used to guarantee the overall connexion towards the SCOR-processes ( Bolstorff et al. , 2007 ) . The ground is that this manner a more crystalline certification of the physical, information and fiscal flows becomes possible. For farther certification the theoretical account besides separates the undermentioned company maps or SCOR-processes ( Bolstorff et al. , 2007 ) :

Plan. The SCOR-process includes all be aftering issues from scheme to operational fabrication planning

Beginning. All buying activities are summarized here.

Make. This procedure focuses on the production, while besides including quality check-ups or the ordination of stuffs, for illustration with a Kanban-system.

Deliver. This SCOR-process is really comprehensive and complex since it combines many different maps such as gross revenues, finance and distribution.

Return. The procedure return considers all retour merchandises which are defect or have been broken. The component is seen twice for each company, since return can be from clients or can be for providers, if they do non present the needed criterion.

With this categorization of procedure types and SCOR-processes it is possible to easy standardise the certification of wholly different companies. The aim is to let companies to pass on and collaborate easy ; nevertheless the separation of procedures is non plenty. To accomplish its aims the SCOR-model includes hierarchy degrees which enable the user to analyse specific procedures or the complete supply concatenation. After the model of the theoretical account has been described, it needs to be shown how this theoretical account can assist to mensurate the public presentation and how a public presentation measuring system is included to analyse and better a supply concatenation.



The SCOR-model is besides called ' Process Reference theoretical account ' , since it combines such good known constructs as concern procedure reengineering, benchmarking and best-practice attacks ( Bolstorff et al. , 2007 ) . The concern procedure re-engineering purposes to document existent procedures and put new ambitious aims for the procedures. The benchmarking construct really includes the important public presentation measuring system of the theoretical account. All the procedures receive figures which enable the comparing with other companies ( Poluha, 2007 ) . The SCOR-model therefore helps to document, analyze and measure the full supply concatenation.

## **2. 9 Summary**

### **Chapter 3**

## **RESEARCH METHODOLOGY**

### **3. 1 Introduction**

This chapter focuses on the research method employed in bring forth the empirical informations on the research subject. The research attack and design would be outlined after which a brief description of the survey putting would be made. This will be followed by a description and principle for sample site choice and farther indicates the population and sample scene for the survey. The method and processs used in the information aggregation, processing and analysis will besides be presented after which the ethical considerations that influenced the survey would be mentioned. Finally the instrument used to find the cogency and dependability of survey including all restriction and boundary line would be highlighted.

The research methodological analysis employed besides took into consideration the research jobs including the research inquiries that required replies to accomplish the research objectives. The research jobs and issues that were discussed in the survey were as follows:

Competition menaces from other military personnels lending states in UN peace support missions.

Weak logistics base that can non back up mission demands of Ghana Armed Forces ( GAF ) units deployed on international peace support operations.

In an effort to accomplish the survey aims, the undermentioned research inquiries were to be addressed:

What strategic logistics direction program has the GAF developed to back up international peacekeeping operations?

How far has the program been implemented?

How are logistical public presentations evaluated?

### **3. 2 Research Approach and Design**

The research being undertaken is an action research that seeks to unearth the jobs, causes and urge solutions as appropriate. As a effect an explorative research design was adopted to set up the present province and equipment support proviso for all major equipment that the GAF has provided for its peace maintaining mission in Cote d'Ivoire. Both quantitative and qualitative research schemes were used. This was to guarantee in-depth image of the jobs and every bit good provide a sound and broader footing for analysis to

be made. The information aggregation method employed in the quantitative scheme involved the usage of studies and questionnaires whilst the quantitative scheme employed interviews.

### **3. 3 Study Putting**

Choosing a site for the survey is another important constituent of the research procedure. Berg ( 2004 ) argues that an inappropriate location or site for the survey could weaken or destroy the survey findings. The burden is hence on the research worker to carefully place an appropriate population non merely on the footing of handiness, but instead to obtain the most relevant informations ( Berg, 2004 ) .

The survey was carried out in Burma Camp, a suburb of the Accra city. Burma Camp houses chiefly military offices and forces, and their households. However, due extended household system patterns in Ghana, the country is presently fraught with non-military forces and households every bit good. The estimated population of Burma Camp is about 10, 000 dwellers. Burma Camp was chosen as the site frame for this survey for assorted grounds. Apart from the research worker being a occupant and really familiar with the environment, all the sections and personalities that truly matter every bit far as the survey is concerned could be easy reached in Burma Camp. Additionally, all the major logistics units are located therein and therefore do it a perfect representation of the GAF.

### **3. 3. 1 Brief Profile of Ghana Armed Forces Peace Support Operations**

Ghana ' s engagement in peacekeeping operations dates back to the twelvemonth 1960 when she foremost deployed military personnels as portion of the UN Operations in the Congo ( ONUC ) .

GAF after this first experience has continued to lend military personnels to United Nations Peace Support Operations ( UNPSO ) across the Earth. In Numberss, Ghana is the 10th largest subscriber of military forces to UNPSO. This is important because of the meager size of the GAF as compared to other ground forcess like Pakistan, Bangladesh and India. Currently, Ghana has 2658 soldiers deployed globally on Peace Support Operations ( PSOs ) . An equal figure of military personnels are ever besides fixing to travel and alleviate them. On the continent of Africa entirely, Ghana has provided forces for 17 major PSOs under the protections of the United Nations ( UN ) , the African Union ( AU ) or the Economic Community of West African States ( ECOWAS ) .

Presently, GAF is supplying formed military personnels and equipment aside military perceivers and staff to the undermentioned UNPSO:

United Nations Interim Force in Lebanon ( UNIFIL ) - Aug 79 to Date.

United Nations Organisation Mission in the Democratic Republic of the Congo ( MONUC ) -Nov 2001 boulder clay day of the month. This Mission is now referred to as the United Nations Organisation Stabilisation Mission in Democratic Republic of the Congo ( MONUSCO.

United Nations Mission in Liberia ( UNMIL ) - Oct 03 boulder clay day of the month.

United Nations Operations in Cote d'Ivoire ( UNOCI ) - Aug 2000 boulder clay day of the month.

Due to the similarity in all the agreements by GAF for deploying military personnels and equipment to any of the UN missions, the UNOCI Ghana Battalion ( Ghanbatt ) mission was selected for the survey. This was due to propinquity and the research worker ' s in-depth cognition of the mission country.

### **3. 3. 2 Brief History of UNOCI Ghana Battalion**

GAF ' s deployments in UNOCI presently comprise formed military personnels, degree II medical infirmary and an air power unit. The formed military personnels constitute the Ghana battalion. With the eruption of the crisis in Cote d'Ivoire, ECOWAS set up the ECOMICI as a sub-regional force mobilized to reconstruct normality in the beleaguered state. Ghana provided an foot company undertaking force of 300 all ranks to ECOWAS Mission in Cote d'Ivoire ( ECOMICI ) and one military perceiver, under the protections of the ECOWAS. The UN subsequently took over the force and it was renamed UNOCI with the strength of the Ghanaian force increased to 405 all ranks. Formed Troops, Staff Officers and Military Perceivers have been deployed in that state since 01 Apr 04. Rotation of the military personnels is done every six months and presently, the Fifteenth Ghana battalion ( Ghanbatt 15 ) is running in the Mission.

The GAF manages all its PSOs through the Department of International Peace Support Operations ( GHQ ( IPSO ) ) at the General Headquarters degree and the Directorates of Army Peace Support Operations ( DAPSO ) and Directorate of Air Force Peace Support Operations ( DAFPSO ) at the Service degrees.

DAPSO and DAFPSO are chiefly concerned with formed troops/medical services and air power deployments severally, whilst GHQ ( IPSO ) oversees all UNPSO undertaken by the GAF. The UNOCI Ghanbatt deployment is hence managed by both GHQ ( IPSO ) and DAPSO, as formed military personnels comprise chiefly of motorized and mechanized foot, the proviso of which is purely an Army duty.

### **3. 3. 3 Constitution of GHQ ( IPSO )**

The Directorate of International Peace Support Operations ( GHQ ( IPSO ) ) was established in June 2006 as a effect of UN ' s debut of the construct of Wet and Dry rental systems in January 1996. Its constitution was to keep the high profile the Ghana has attained in UN peacekeeping and besides to supply both Operational and Strategic Intelligence and Research to ease and update GAF ' s operational capableness every bit good as struggle bar steps.

The mission of GHQ ( IPSO ) is the preparation of policies and coordination of planning, preparation, logistics support, deployment and direction of all IPSO every bit good as Conflict Resolution to include Conflict Prevention steps. In order to carry through this mission, the section is organized as shown below:

## **Organizational Chart**

### **3.3.4 Constitution of DAPSO**

The Directorate of Army Peace Support Operations ( DAPSO ) was established in June 1995 to heighten the capacity of the Army Headquarters ( AHQ ) to pull off the rapid reforms so taking topographic point within the United Nations system and besides to increase the efficiency of the direction of peacekeeping Operations in the Ghana Armed Forces.

The mission of DAPSO is to be after, form, organize preparation, deploy and manage all international peace support operations assigned to the Ghana Army and to set about related activities affecting allied and foreign military forces. DAPSO is organized as shown below to carry through its mission.

## **Organizational Chart**

### **3.3.5 The Logistics Management Process of GAF Peace Support Operations**

The concern constituent of GAF activities as indicated in Chapter One has to make with its engagement in UNPSO. In brief, GAF provides some services to the UN whilst on peacekeeping missions and UN in return reimburses GAF for the services rendered. As with any concern projects, the bottom-line is to do net income. GAF per a memoranda of apprehension ( MOU ) with the UN has provided forces, major equipment and some self-sustainment classs to UNOCI and UN reimburses GAF for all these rendered services. Apart from the forces that GAF has at its disposal by constitution, all the major equipment and self-sustainment classs requires sourcing and procurement actions before they are inserted into the mission. GAF ' s net income realisation in set abouting the above activities is realized from the difference

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between the UN pecuniary reimbursements for the services rendered and the capital invested in supplying the services.

Diagrammatically, the supply concatenation of GAF ' s UNOCI Ghanbatt mission could be depicted as below.

The providers in the diagram are composed of both providers of major equipment/self-sustainment classes both foreign and local, every bit good as local providers of everyday care parts. The eight ( 8 ) functional department/directorates associating GHQ ( IPSO ) are all at the General Headquarters degree. They provide fiscal support and all the logistics demands for the mission on mandate from GHQ ( IPSO ) .

### **3. 4 Population and Sample**

#### **3. 4. 1 Description of Sample Site**

The sample site is Burma Camp in the Accra city. Burma Camp is chiefly the habitation of military forces and their households stationed in Accra. It besides contain the offices of the military high bid, two ( 2 ) foot battalions, an amoured regiment, a signal regiment, the central office of the military constabulary and four ( 4 ) major logistics units. An estimated population of about 2000 military forces is stationed in Burma Camp.

#### **3. 4. 2 Rationale for Sample Site**

Burma Camp is the best sample site for this survey. All the major sections and directorates that manage peace support operations have their central offices stationed in Burma Camp. Additionally, all the major units that provide logistics support to the peacekeeping missions are all stationed in Burma Camp. Both primary and secondary informations to include

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personalities that truly matter every bit far as this survey is concerned will be easy accessible.

### **3. 4. 3 Sample and Population Drawn**

There are about 400 officers and 2, 500 other ranks stationed in Burma Camp. Out of these figures, approximately 100 officers and 1000 other ranks have served with the UNOCI mission earlier. The survey population was restricted to 60 officers from GHQ ( IPSO ) , DAPSO and other departments/Directorates, 100 officers and work forces from the logistics units and, 100 all ranks who have participated in the UNOCI mission earlier. The entire sample size of 260 out of 400 officers and 2, 500 other ranks is hence considered equal and representative plenty for the survey.

### **3. 4. 4 Sampling Approach**

Three classs of military forces were sampled for the survey. These were, senior officers of the rank of Major to Brigadier General employed at the Departments/Directorates and straight involved in the planning and executing of PSOs, officers and work forces from the logistics units so all ranks who have served in UNOCI before.

#### **3. 4. 4. 1 Senior Military officers from Departments/Directorates**

Purposive sampling was utilized in choosing officers in this class. White ( 2000 ) indicated that purposive sampling is peculiarly good because the research worker picks the sample they think will present the best information in order to fulfill the research objectives in inquiry. Information on strategic issues would be best obtained from this class of officers.

### **3. 4. 4. 2 Military officers and Men from Logistics Unit of measurements**

Again, purposive sampling was utilized in choosing this class of military forces from the sample frame. This class of military forces does hold a field position of the survey country and their observations and perceptual experiences will be priceless to the survey.

### **3. 4. 4. 3 All Ranks who have served in UNOCI**

Simple random sampling was utilized as each sample unit was easy accessible. A sum of 100 all ranks who have served with the UNOCI Ghanbatt before were sampled.

### **3. 4. 5 Description of Sample Participants**

The sample participants are all military forces who either have a managerial manus in GAF PSOs or have served as military forces specifically in UNOCI. Participants in the first two classes are all officers whilst those in the 3rd class comprise officers and work forces of the ranks of Lieutenant Colonel and below.

### **3. 5 Data Collection**

**The primary beginnings of informations were obtained from interviews and questionnaires administered to a cross subdivision of functioning military forces. The pick of such respondents was based basically on their grade of influence on the capable affair. The methodological analysis used for this research includes a combination of qualitative and quantitative informations aggregations from the assorted parametric quantities of involvement, a combination of informations aggregation techniques like personal functionary and unofficial interviews, focal point group treatment and questionnaires. Importantly, the survey relied chiefly on the primary and secondary informations.**

**Besides in position of their really high senior status and agendas, officers of the ranks supra Colonel every bit good as Directors and Directors General ( DGs ) were considered for face-to-face interviews utilizing structured questionnaires. The Directors and DGs were allowed the flexibleness of doing farther accounts to clear up some replies in their questionnaires.**

The secondary beginning stuffs were obtained from paperss and renderings found in books, publications, diaries, magazines, studies, periodicals and the cyberspace, that have good position of the issues involved in the survey.

### **3. 6 Data Processing and Analysis**

To be inserted after the analysis Sir.

### **3. 7 Ethical Considerations**

Before beginning of the survey an introductory missive to the military high bid was collected from the Dean of Graduate School, bespeaking an official

permission to transport out the survey in their organisation. After perusing the capable country and intended aims of the survey, blessing was granted for me to get down my survey in their administration.

Other ethical issues that the research took into consideration were that respondents were ne'er coerced or persuaded to take part in the research. In add-on, a brief lineation of the research and its intended aims was attached to every questionnaire to give respondents equal information about the research to enable them take informed determination whether to take part or non. Finally, in add-on to pull offing the usage of the informations collected such that participants ' rights to privateness are respected, all mentions were besides punctually acknowledged.

### **3. 8 Validity and Reliability**

#### **3. 8. 1 Cogency**

The cogency of the survey content was ensured chiefly through rewording of most of the inquiries asked in the questionnaire intentionally for ' checks and balances ' to corroborate participants ' responses in order to supply meaningful informations analysis. All the questionnaires were besides distributed personally by the research worker and for proof interest, the questionnaire were submitted to the thesis supervisor for perusing before issued out. Again all the answered questionnaires were besides shown to the thesis supervisor before analysis of the consequences was carried out.

#### **3. 8. 2 Dependability**

Dependability has been referred to as the grade of consistence with which an instrument measures the property it is designed to mensurate ( Polit and

Hungler, 1993 ) . All the three questionnaires which were answered by the senior officers of Departments/Directorates, forces from the logistics units and all ranks who have participated in the UNOCI Ghanbatt mission before revealed consistence in response. The research worker every bit good ensured dependability by administrating the questionnaires personally to minimise informations aggregator prejudice.

To avoid questionnaires being transferred to a 3rd party to finish on behalf of the participant and at the same clip guarantee privateness, confidentiality and general physical comfort of participants, really seasoned military forces with credibleness and unity were sampled for the survey. This empowered the research worker to administrate the questionnaire to the participants for consideration and aggregation at their ain convenience.

### **3. 9 Limitation and Delimitation**

#### **3. 9. 1 Restriction**

A major restriction was the research worker ' s inability to pay a on the job visit to the mission country in Cote d'Ivoire to physically, cheque and confirms issues on land and besides to hold the chance to interview some UN staff responsible for UNOCI Ghanbatt ' s COE. Additionally, the high security categorization placed on some fiscal paperss denied the research worker entree to some critical information sing reimbursements made by the UN.

#### **3. 9. 2 Boundary line**

The information for the survey was limited to merely functioning military forces who are stationed in Accra and are resident or have their workplaces located within Burma cantonment.

### **3. 10 Drumhead**

To be inserted after the information analysis Sir.