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Strategic supply chain management skills and organizational performance

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Abstract

Successful supply chain management is the management that maintains the ability to maintain the continuity of materials by shifting from using less efficient activities such as limited-range stock levels and their access from a number of suppliers to highly efficient entrances that link their stock with major suppliers with strategic alliances and focus on improving process activities and time of arrival. Within the concept of simultaneous production and focus on small supply bases. This is why suppliers have become not only a source of cost-cutting materials but also a complementary

source of enhancement to the companies' core competencies. The researchers concluded that the main components of the supply chain management system are logistics and transportation only, and it included transportation and the process of moving materials within the facility's borders and outside the facility's borders for customers, broader coordination and reverse transport. In addition to forecasting product demand and interdepartmental collaborative planning.

Keywords: Strategic Supply Chain Management Skills, Organizational Performance

1. Introduction

The concept of supply chain management has undergone multiple transformations in the past three decades to adapt to the rapid changes in the business world; This is due to globalization and the information technology revolution, while supply chains previously focused on the availability, movement and cost of physical assets, current supply chains revolve around managing data and services and proposing creative ways to provide solutions. Which means that modern supply chain management is much more than just knowing where and when purchasing, transporting and warehousing takes place, but rather affects product and service quality, delivery, relationships with customers, and ultimately the profitability and survival of the organization in the market by providing strong competitive capabilities.

Supply chain management also contributes to increasing the efficiency of organizations, which in turn leads to higher profits and lower costs, and also promotes better cooperation between the parties to achieve common goals, organize purchases and transportation, use appropriate quantities of inventory and maintain costs at a minimum.

Sharing information between multiple branches is a major challenge in supply chain management; because some parties are reluctant to share information with other parties for various reasons. The volume of information that is shared varies according to the depth of the relationship and the volume of dealings between the different branches in the supply chain, starting from sharing some simple information related to the quantities of purchases and sales with suppliers and less important customers, to working within a common database with suppliers and strategic customers.

2. Headings

A detailed look at the strategic skills of supply chain management:

A 'skill' is defined as the ability gained through practice or knowledge. The skills of supply management were dealt with in a number of studies to analyze their impact on the effectiveness of companies' performance. He mentioned supply management executives in large US organizations to identify the indispensable skills of supply management personnel. Where they identified (18) of the skills were: interpersonal communication, customer focus, ability to make decisions, negotiate and analyze, change management, conflict resolution, problem solving influence, persuasion, computer literacy, leadership, general business understanding, and tact in dealing with others, creativity, planning and managing internal relationships, organizational skills and time management, the nature of investigation. The researchers divided the list of skills into four skill categories: technical and management, personal/group, and individual.

While other researchers have referred to a list of (35) skills of supply management. These skills were then divided into three

categories: (1) technical skills such as formulation and computer skills, (2) behavioral skills such as people skills and follow-up ability, and (3) skill techniques such as time management and organizational skills. While they explained that there is an ongoing search for the ideal set of skills that make supply management professionals more efficient. They identified four important general skills for buyers to accomplish their job: (1) negotiation, (2) management, (3) computer literacy, and (4) advanced accounting. Accordingly, the researchers suggested, through the results of the factor analysis, seven broad categories of skills for workers in supply management, which were as follows:

1. Strategic skill set: such as strategic thinking, supply base research, supplier relationship structuring, technology planning, and target supplier costing.
2. Operations management skills: organization/time management, tact, written communication, problem solving, and conflict resolution.
3. Team skills. It consists of teamwork, leadership, change management, internal customer management, and salesmanship.
4. Decision-making skills: These consist of decision-making skills and computer literacy.
5. Behavioral skills. They describe the behavior of the Director of Supply Management in the context of his duties. It consists of communication skills, risk-taking, entrepreneurship, creativity, and curiosity.
6. Negotiation skills: It consists of four basic skills: negotiation, customer focus, influence and persuasion, understanding work conditions, and negotiation skills necessary for buyers in dealing with multiple departments.
7. Quantitative skills. It consists of skills: arithmetic operations, technology, and development of specifications. These three dimensions of skill represent the lowest rated of the four items.

The question remains, what are the skills of strategic supply chain management and organizational performance?

The strategic supply management function helps companies to sustain competitive advantage in a number of ways, including: it provides value in the field of cost management and reduces it from input to final production, and it also provides companies with valuable information that helps in making optimal decisions to achieve goals, and there are strong and appropriate relationships with Suppliers to improve the efficiency of quality and delivery of materials, so the strategic supply management function is one of the functions that the company needs to find a match between capabilities and competitive advantage and its sustainability in the market.

Increasing reliance on supply management for a source of competitive advantage is necessary to enhance the integration of the supply management function into supply decisions. The trend towards adopting strategic alliances and adopting them as a strategic source for evaluating the function of supply management requires finding complementary relationships with suppliers to achieve the needs and satisfaction of all parties. These skills, provide benchmarks for performance. The administrative literature has indicated that there is a relationship and a positive impact between the skills and knowledge management of supply chain in taking supply management risks (Carr *et al.*)

Strategic companies that contribute to the competitiveness of supply chain relationships. In addition, the increase in competitiveness among companies in different environments raises the degree of expectations from the supply chain management function, which is reflected in the increased ability of these companies to enhance their performance. Therefore, companies must develop the supply management skills of those in charge of supply management before they go strategically in their field of business.

When the supply management function becomes part of the company's strategic planning activities, it becomes necessary to achieve its present and future goal, establish partnerships with suppliers, and create relationships that will not be easily imitated, thus, enabling companies to gain a competitive advantage. The strategic skills of supply management thus allow the development of strategies and practices that can be used as an input to enhance value in the company's planning process, and thus achieve a competitive advantage. Thus, continuing to raise the level of strategic skills of supply management is a prerequisite for supply management managers to interpret changes in the supplier market and provide technical assistance in developing suppliers, which results in the generation of relationships of value to suppliers in a way that cannot be imitated by competitors.

3. Conclusion

In conclusion, the scholars identified four broad strategic categories of supply management skills: technical skills, business development skills, management experience, marketing skills, and finally specialization skills. While others indicated that the strategic dimensions of the buyer's skill set consist of: strategic thinking skills, demand base research skills, supplier structuring relationships, technology planning skills, and supplier target cost skills.

They also pointed out some skills that need a kind of specialization in strategic supply management, which includes the ability to monitor and interpret supplier market trends, general management skills such as communication, and technical skills to help suppliers improve their processes and products. Finally, they emphasized that the current supply management requires a body of knowledge that is capable To provide a number of strategic activities addressed in: monitoring the company's supply environment, developing and managing the company's supply strategy in an integrated manner, developing and managing strategies consistent with the company's products, cooperating with information technology companies to develop a data management system that facilitates strategic supply planning, and linking operations and marketing As major players in developing a strategic plan for the company, designing and managing a supply base in accordance with the company's strategic objectives, identifying the potential advantages of supply alliances and then developing and managing them, developing and managing the company's supply chain or supply networks, developing and implementing programs to protect the environment in a way that achieves diversification, and the entry of small businesses into Economics and encourages the creation of deep-rooted values in the work environment, and finally the study and understanding of it M industries that provide resources, equipment, cost structure, technology, and competition.

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5. References

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