Abstract

The research presented in this thesis aims at developing a supply chain performance measurement model. The systematic and coordinated steps are taken to see the end of tunnel. The first part of the study helps to understand the concept. The second part starts with the focus on the retail players from where we got the knowledge of organized non-livestock retailing sector of the industry. Then we look at the environment of supply chains. It helps us to understand the environment and factors affecting it. Then we analyze the problems from three angles; supply chain practices, competitive advantage and organizational performance. It helps us to classify the supply chain practices used in organized non-livestock retailing and identify competitive advantage and organizational performance factors. Understanding these three inter-relationships, we focus on key performance indicators for better performance of the supply chains. Here we have classified and tested the key performance indicators. These classified key performance indicators are fixed at the proper locations to develop and test a model for measuring the supply chain performance of this sector.

This study predicts bright future for organized retailing in India. It is due to rising family income, more involvement of women in income generation for the family, shift from joint-family to nuclear family, increase in GDP and technological developments. The other factors like reducing supply chain cost, continuous increasing sales, increasing customers’ expectations and market structure and competition led the supply chains to be more responsive. The 3 factors affecting organized non-livestock supply chain performance are developed as; strategic management, operations management and environment dynamics. The 5 developed supply chain practices factors are: technology use, supply chain speed, customer retention, supply chain integration and variety management. The 4 identified competitive advantage factors are: inventory management, customer satisfaction, profitability and identification of customer base. The 6 identified organizational performance factors are: market performance, supply chain competencies, stakeholder satisfaction, innovation and learning, satisfied customers and, financial performance. The 4 developed key supply chain performance indicators factors are: customer metrics, inventory metrics, flexibility metrics and, learning and growth metrics.
This study has tested and validated the 6 hypotheses for organized non-livestock retailers in India. It proves that Indian retailers have good understanding of match between supply chain practices and competitive advantage and they try to match competitive advantage with organizational performance. But they have less understanding to match supply chain practices with organizational performance. It also proves that the firms with more focus on inventory need more focus on flexibility and the firms with more focus flexibility shall have high level of learning and growth. Also the firms with more focus on inventory have high level of learning and growth. The systematic testing of these hypotheses led to the development of a model for measuring supply chain performance of organized non-livestock retailing. All the results are tested and validated using rigorous statistical analysis. However, the purpose here is not to validate the study, but to provide insights for organized non-livestock retail players for the betterment of this industry.