The effect of people on the supply chain world: Some overlooked issues

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Abstract. Some scholars have been so blunt as to claim that information technology is the answer to all the problems facing supply chain managers. We posit that, although information technology integration is necessary for a supply chain to succeed, people are also crucial. We further propose that managers must take into consideration organizational culture and the education and training of employees to facilitate supply chain collaboration and success. We interviewed 51 senior-level supply chain managers across five channel positions. Findings support our position that management of people is crucial to supply chain integration, and that integration is improved through an accommodating organizational culture and training and educational programs. Also from our findings, we supply a prescription for building the supply chain cross-functional manager.

Keywords: Supply chain management, information technology, organizational culture, education and training

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1. Introduction

Among many managers, information technology (IT) is viewed as the answer to problems ranging from supply chain management (SCM) to attaining high levels of customer satisfaction. In fact, some advocates for IT have been so blunt as to claim that IT can solve all of these problems. For example, in a recent Human
Systems Management article, Alkadi et al. [3] examined the effects of IT on business. One of their five case studies involved a high-tech fitness-goods manufacturer, and their adoption of various IT to improve supply chain performance. At the end of their study they concluded:

Everything from supply chain management to customer satisfaction can be solved using IT. . . . Clearly, IT will continue to change the way we do business in the world today. Many aspects of business have been drastically changed by advances in technology. New technologies are allowing us to communicate better and . . . All of these technological advances have greatly increased the speed and efficiency with which people do business. By taking full advantage of technology, businesses can achieve profits and success beyond their wildest dreams [3, p. 103]. *Italics added.*

Without doubt IT has and will continue to change the way we do business. The real question is whether IT is the panacea to many and diverse managerial dilemmas, or is it an enabler that facilitates the design and implementation of efficient and innovative processes?

IT is an enabling dimension in supply chains [3,13,14,40,60]; however, we must remember that supply chains cannot be studied in isolation — namely in regards to only IT. For example, Kakati’s [32] critical analysis of mass customization in supply chains concluded that managers must not look to technology as the only means to attain monetary gains and a competitive advantage. Kakati further posited that for managers to attain the benefits of mass customization they must remember “they are managing organizational change, not just technological change” [32, p. 93]. The key phrase here is “organizational change”, implying that there is more to managing the supply chain than just the technology.

Another example of including the study of people in supply chain research is in built-to-order SCM. In their literature review, Gunasekaran and Ngai [27] noted that built-to-order SCM has been well researched regarding IT, yet has been rather sparse with research dealing with human resources and people management issues. These examples — along with others [28,42,45] — suggest the need for an investigation as to how supply chain managers view and manage their people to facilitate success in supply chain initiatives.

In this study, we posit that — along with IT — people issues must be considered when creating and attempting to sustain successful supply chain alliances.

The number of management topics involving people and supply chains is vast and growing. Thus for this study, we focus on an organization’s culture and the education and training of employees that facilitate or hinder supply chain collaboration. We use 51 in-depth case studies across five channel positions. Aside from exploring whether people play as crucial a role as IT in a supply chain’s success, we further explore the gap between the reality and rhetoric of using people in supply chain alliances.

### 2. Literature review

#### 2.1. Information technology’s effect on supply chains

IT is a key enabler to SCM, and can be labeled a “high technology” which has affected the very structure and organization of supply chain alliances [78, p. 113]. This is so because IT developments (e.g., email, electronic messaging, EDI, RFID, etc.) now allows firms to collaborate internally, and up and down the supply chain to share valuable information faster and more frequently than they could before (e.g., inventory levels, delivery schedules, best practices in process and management, etc.). Furthermore, IT development has affected with whom a firm can partner – from suppliers and customers within the same city or state, to suppliers’ suppliers and customers’ customers across international and geographic borders. Some of the benefits to supply chains from IT include inventory reduction, faster product cycle times, decreased costs across the chain [3,11,12,18,21,33,34,51], and the gaining and maintaining a competitive advantage [17,63,73].

The research just cited — as well as many others — have quantitatively and qualitatively shown evidence supporting the need for IT in supply chain alliances, and that effective use of IT yields significant benefits for supply chain partners. However, IT is not without its limitations in supply chain alliances. For example, a common problem impeding collaboration is inconsistent IT systems among chain partners [6,8,49]. This system inconsistency can be in the form of technology, information, or the people using the system. IT is not independent of people because it is the human ability to use and apply the technology for benefit that is a prime component of technology itself [78]. In short, regardless of how technologically advanced a supply chain alliance is, it is still people that man and operate the flow and sharing of information and resources that technology facilitates and provides [20,37,46].
2.2. Organizational culture and supply chains

Combining a firm’s IT and the people using that technology, we have two dimensions that are critical resources to an organization’s functioning and survival [2,5,38,52,56,76]. Further, both dimensions have been shown to be connected to an organization’s culture [7,16,20,31,43,47,72]. Each organizational member of a supply chain brings to the alliance a unique culture. These various chain-member cultures are similar to sub-cultures that exist within many large companies in their various internal functions (e.g., manufacturing, engineering, and purchasing) [36,61]. An organization’s culture is a compilation of many influencing factors. Some of these factors include nationality, type of industry, the task the organization performs, the people working in the organization, and IT [4,15,29,43,75].

When supply chain partners form an alliance, the differences in organizational cultures can either be a bridge or a barrier [30,35,53,59,68]. The firms’ cultural compatibility must be taken into consideration by the supply chain manager, because those chain cultures can directly and indirectly affect supply chain performance [10,35,59,62]. Only after managers assess the compatibility of a potential chain partner and form supply chain alliances can they begin the challenge of working internally to equip their employees with the skills and vision of educating one another through knowledge and skill sharing [22,23,41].

2.3. Knowledge management through supply chain education and training

In The Fifth Discipline, Peter Senge [65] describes a learning organization where the members are continually gaining knowledge and enhancing their capabilities to aid the organization in adapting to dynamic environments and remain competitively superior over competitors [54]. The driving force behind such an organization is its ability to effectively manage knowledge [66].

Knowledge is not the same as information; but rather knowledge is “purposeful coordination of action” [79, pp. 79, 184]. A learning organization is able to use knowledge to accomplish its goals. Peterson [54] extended this idea further to saying that as supply chain partners (individual organizations) become learning partners, the supply chain becomes a “learning supply chain” that is able to use knowledge to attain its purposes and remain competitive in dynamic markets [79]. For supply chain partners to turn information into knowledge and manage that knowledge effectively, education and training of employees becomes key [1,19,57].

Supply chain education and training provides employees with vision and understanding as to why SCM is needed and how it yields benefit [26]. Such education and training is further necessary because people tend to resist change, especially when change requires yielding up control, exposing weakness or valuable information to others, and changing one’s mindset [58,70,74]. SCM requires more than a change in mindset from adversarial to collaborative company interaction. It requires a change in day-to-day decision making strategy, practices, and human interaction. This means that people will have to change their mindset and behavior. People cannot be forced to change; rather they must be enrolled to generate buy-in to allow their passions to manifest in making the supply chain succeed [65].

3. Case study methodology

Because SCM is intrinsically collaborative [9], a cross-channel, in-depth case study will allow analysis at multiple layers within the chain and provide insight into human behavior in the natural environment [64]. The case study method has grown in interest among business scholars as a “research strategy” that allows in-depth qualitative analysis for answering questions regarding what, why, and how [77, pp. 3, 25, 48, 50, 59].

To allow cross-channel analysis, five chain positions were pre-determined [24]. Such a case variety “fosters the development of a more creative and generalizable theory” [39, p. 460]. Fifty-one in-depth interviews were conducted, surpassing Yin’s [77] recommended sample size so as to provide compelling evidence to support theory. The average interview lasted from four to six hours with the shortest interview lasting a little over an hour and the longest taking over 10 hours. The break down by channel category is as follows: fourteen retailers, thirteen finished goods assemblers, twelve first-tier suppliers, three lower-tier suppliers, and nine service providers.

All interviews were conducted face-to-face, and promised confidentiality to facilitate candid responses. Case study participants were senior-level managers initially identified based on their participation at annual meetings of leading professional associations
where they were presenting cutting-edge findings in SCM. Such a non-randomized selection method allows us to “transparently observe” extreme chain-member practices and shed light as to why some firms succeed in supply management while others do not [55, pp. 24, 275]. In most instances, the interview was conducted with multiple managers from the host organization (the number of company representatives ranged from one to eight).

During each interview, a semi-structured interview guide was used. The guide was subdivided into general questions, questions on collaboration among the interviewee’s company customers and suppliers, and key practices with particular chain members. The guide questionnaire consisted of both open ended or rating scale questions, enabling a clearer perspective of each interviewee’s responses [69]. To become intimately familiar with each case, structured case study write-ups were created to allow further analysis. Such an approach is central to avoiding “data asphyxiation” where enormous volumes of data overwhelm the analysis process [55, p. 281]. Further, becoming familiar with each case as a “stand-alone entity” allows for unique patterns from each case to become visible before generalized patterns are attempted to be applied in cross-case comparisons [24, p. 540].

4. Findings and discussion

Almost universally, without regard to channel position, managers acknowledged that people are the key to successful supply chain integration. A breakdown of manager commentary by channel position is supplied in Table 1. At one company, the Director of SCM’s slogan is, “People are the bridge or the barrier”. Unfortunately, actual practice in the areas of hiring, training, motivating, empowering, measuring, and rewarding people does not support the rhetoric discussed above. From the managers interviewed, leveraging the human resource is often not a priority at companies pursuing supply chain strategies. Managers are much more focused on implementing the latest technology and teaming up with the best channel partners. It appears that while many organizations embrace technology, efforts to develop human resources are often meager by comparison and poorly structured. Peter Senge has noted, “We know how to invest in technology and machinery, but we’re at a loss when it comes to investing in people” [67, p. 90].

4.1. Organizational culture as a supply chain facilitator

The majority of managers interviewed asserted that senior management has the responsibility to cultivate a work environment where participation is not just encouraged but highly valued; where people are empowered to experiment, take risks, and solve problems; and where constant, life-long learning and the sharing of knowledge is the expectation. Notice the phrase “sharing of knowledge”. Although information gathering and sharing is important for a supply chain to sustain effective operations, it is the transforming of information into knowledge and sharing of (new) knowledge that allows firms to remain competitive [79], and ultimately the supply chain alliance to remain competitive. If individual supply chain partners are not able to change information into knowledge and manage knowledge flow, then the supply chain alliance will not be able to produce the synergy necessary to effectively compete against other supply chains.

To have such a synergistic environment, managers must be able to work with and leverage their employees so that information is transformed into processes and knowledge learned and shared. As one manager commented, “Changing the culture is the key to leveraging people”. If the “right” culture is not in place, then the supply chain will not be able to use their employees effectively to pour their passion into supply chain initiatives. To quote another senior manager, “You can’t have hierarchical control if you want to be in a supply chain environment”.

4.2. Education and training

Beyond the need for more proactive leadership, the managers targeted their comments regarding their people on the companies’ education and training efforts.
Retailer perspective:
- People success begins with leadership. Extensive senior mgmt education. Tie rewards to results. 360 degree feedback.
- Integration training focuses on 3 areas: supplier evaluation, relational mgmt, and use of 3PLs. Lack common vision and passion.
- Active effort to hire SCM mgmt skills externally. Skill building and people development viewed as key, but training not in plac.
- In-house university provides training on systems view, process improvement and brand management.
- People are key, but “have been taken out of picture more than they should have been”. Working to educate on collaboration.
- Changing culture is key to leveraging people. Training all senior managers in team building. Cross-functional rotations.
- Weekly meeting to coordinate activities and resolve problems. SCM education across senior management.
- People must be educated about the nature of SCM. Customer service training. Some cross-functional teams. Stock options.
- Hire good people, empower them, and hold them accountable. Emphasize individual learning and sharing. Matrix organization.
- People are key – training and trust. Emphasize culture of trust through clear objectives, aligned measures and reliable systems.
- People are key – every individual must be passionate. Daily meetings to review results and coordinate plans/programs.
- People are a critical barrier. Having trouble changing the mindset, traditional practices, and roles/responsibilities.

Finished goods assembler perspective:
- Extensive learning – 100 s of courses available. Stock options offered for completion of training. Annual development plans.
- Human resource is vital. Need expanded training and empowerment. Making SC visible so people understand tradeoffs.
- People viewed as one of 3 pillars of successful SCM. Training is critical; also, open communication and trust.
- SCM requires competent, secure people. 50 + SCM classes taught in-house and to first-tier suppliers. Expanding to second tier.
- SCM is human resource issue. Everyone must be on same page. Vision, training, and measurement are critical to passion.
- People are viewed as key and recognized as barrier. Few formalized efforts in place to leverage people.
- Must bring right people together on SC teams. Team members must have expertise and credibility. Best practice training.
- People are key; technology is enabler. New SC training program. Cross-experienced managers. Use cross-functional teams.
- People are vital to SCM; therefore, major effort in education, development, and hiring. Cross-functional teams are used.
- Training and motivation are critical. Also, very important to maintain stable (longevity) mgmt team which is cross-experienced.
- People have to “believe it is the right thing to do”. “Book club” provides common forum. Computerized training and simulatio.

First-tier supplier perspective:
- People are bridge/barrier. Training and consistent measures to change mindset/overcome NIH. Cross-functional teaming.
- Training, teaming, shared rewards and work environment key to participation. Use workforce to sell to customers.
- People are source of expertise and provide means for staying in touch with SM members. Strong emphasis on teams.
- Training in area of leading-edge procurement. Provide overall SC visibility. Personal development plans to guide training.
- People are key – must have same vision, receive training, and be held accountable. Cross-functional and commodity teams used.
- People are bridge or barrier. Teams used to build relationships. In-house university. Training offered to first-tier suppliers.
- Lip service to people as critical. Materials mgmt pushing for mentor program. Scarce resources hinder people development.
- Training required to understand process integration and tradeoff analysis. Provide process eng. training to key suppliers.

Lower-tier supplier perspective:
- Employee commitment is key. Trust means doing what you say you will do. Reward input; use teams; training.
- “Empower people to do the right thing”. “You can’t have hierarchical control if you want to be in a SC environment”.

Service provider perspective:
- “People key to 3PL success”. Careful hiring and training to build skills and loyalty. Workers are rewarded to share ideas.
- People are critical to tailored services and key account mgmt. Information access and centralized purchasing support field staff.
- People are key. Operate in-house university for training and leadership education. Lack of follow up has led to “cynicism”.
- Project mgmt, problem solving, and teaming skills must improve. Developing training. Promote NAPM/APICS certifications.
- People, especially mgmt talent, are vital to creation of new value-added services. Empowerment and openness/honesty vital.
- SC and 3PL service are people driven. High turnover raises costs and reduces training effectiveness. Competition for people.
- People are important, but with 30% annual growth it is difficult to provide training. Key managers are stretched very thin.
Education is needed to create a vision and understanding of SCM as well as to empower people at all levels to become actively engaged in integration and improvement initiatives. Focusing initially on the training theme, both methods and topical coverage were considered important to the managers interviewed. Efforts to build people skills ranged widely from no formal corporate involvement in SCM training to the establishment of corporate universities. The most impressive participant companies have developed extensive training programs that offer 50 to 100 different courses related to SCM. One company works actively with three state governments to jointly sponsor training programs. This company makes its classes available to its employees while encouraging supplier personnel to participate. The invitation has been extended for first-tier suppliers to invite a limited number of second-tier suppliers’ personnel to join in a variety of classes. An amazing transition takes place when managers from three tiers of the supply chain find themselves cooperating in a classroom setting. Friendships and understanding emerge that enrich the longer-term business relationships.

In addition to providing the actual training, many companies link employee pay to education. As employees build skills and demonstrate new competencies, their compensation is increased. One company even offers stock options for the completion of training. Other training approaches that were highlighted during the interviews included the following:

1. **Rotation programs.** Many companies now hire people who have just completed their undergraduate or MBA training and bring them into a cross-functional rotation program. The typical program lasts 18 months to two years and involves four to six different assignments in the areas of purchasing, production, logistics, research and development, marketing, and finance. Some of the programs require that the manager spend one of the rotations on the production or retail floor. This training takes place before the manager arrives in the position for which he or she was hired.

2. **Workshops and seminars.** Many companies augment their in-house training through weeklong seminars offered by universities, consulting companies, and professional associations. These workshops present cutting-edge experience and give the managers an opportunity to benchmark their companies’ practices with those of other managers in attendance.

3. **Computerized training and simulations.** Computerized training modules have become popular because they offer a level of flexibility that cannot be matched through more traditional approaches. Whenever managers have 30 minutes to an hour, they can work through a training module at their own pace. Computer simulations also have gained in popularity in recent years. Simulations help make complex tradeoffs more visible, providing a holistic vision of the supply chain that cannot be easily gained otherwise. Many simulations involve competition among teams of managers, creating an opportunity to develop camaraderie and to practice team management skills.

4. **Learning through experimentation.** A few companies have cultivated a work environment that allows managers to experiment with new approaches to traditional business situations. One company has built some slack time into its production lines specifically so that workers can use that part of the line as a laboratory – testing new assembly techniques to see if the existing system can be improved. This particular company already is recognized as one of the world’s most productive and highest-quality manufacturers. Another company actually encourages its employees to fail. That is, people are expected to try things that have never been done before. If the new approach works, then it is documented and shared throughout the organization. If it fails, then the employee is expected to learn enough not to repeat the same mistake.

5. **Knowledge sharing.** Getting people to share what they know best can help instill a quest for learning throughout the organization. Simple efforts to promote knowledge sharing involve publishing a directory that contains telephone/fax numbers and e-mail addresses. Some organizations have set up a web-based directory that contains names and contact data along with information about areas of expertise and current “pet projects”. Leading organizations make it a part of each person’s job to act as a consultant to other areas of the firm when the need arises. This consulting role helps specialists share their knowledge and promotes a learning organization. Knowledge sharing helps people get to know one another and establish relationships that reduce the transaction costs of collaboration.
(6) **Professional certifications.** Several professional organizations such as the National Association of Purchasing Management, the American Production and Inventory Control Society, and the American Society for Transportation and Logistics maintain certification programs in areas that are very relevant to SCM. Numerous companies pay for membership in these associations and make resources available to help employees prepare for and pass the certification exams. A manager from one of the participant companies actually noted that his company places greater value on being certified than it does on a person having an MBA. Certification develops skills and brings credibility.

Turning to a discussion of training content reveals a great deal about how companies view SCM. Some companies are very focused on building skills for day-to-day decision making in targeted domains such as inventory management, production control, or supplier evaluation. Others take a more expansive view of training and strive to create an overall SCM perspective. The best companies blend the two approaches to instill a sense of purpose and vision while providing a set of skills that can add immediate value. Some of the skill sets that are viewed as most important are listed below.

- Supplier evaluation and selection
- Negotiation
- Systems thinking and analysis
- Team building and management
- Tradeoff analysis
- Quality control
- Benchmarking
- Problem solving
- Computer (basic programs to web design)
- New product development
- Relationship management
- Process improvement and integration
- Brand management
- Customer service
- Costing – ABC, target, and total
- Six Sigma
- Outsourcing and the use of 3PLs
- Process integration
- Cycle time reduction
- Value analysis/value engineering

Of course, a comprehensive list would include hundreds of topics. However, the wish list of skills most often sought after implies that companies are looking for people who have the depth of knowledge to perform as specialists while at the same time understanding the big picture and being able to make decisions that support corporate rather than functional objectives.

In summary, supply chain managers need to understand the nature of their organization’s culture and processes, be able to work in teams, maintain a customer focus, and have the capacity and desire to learn constantly. They need to be proficient analysts and great communicators and be able to facilitate communication about firm and alliance members. They need to be flexible, willing, and able to adopt new technologies or step out of the box to solve customer problems. One company’s education philosophy nearly captures the overall thrust of supply chain skills desired in only a few words – “Lifelong training in customers, quality, and technology”. We can modify this quote slightly to conclude, “Life long training is customers, quality, technology, and learning to work effectively with others”.

5. Building cross-functional managers

The objective of corporate supply chain education appears to be to create the cross-experienced management team. The intent is to provide managers with an understanding of the roles and challenges inherent to managing diverse value-added activities throughout the organization. A cross-experienced management team facilitates integration, making it possible to build broad-based core competencies. The effort to develop cross-experienced managers can be summarized into three phases – beginning during the hiring process. A number of companies have developed web-based application processes that help profile potential hires to see if they have the demeanor, aptitude, and skills needed to fit the company’s needs and culture. Phase two, once hired the manager enters into a cross-functional rotation program like the ones previously described. Finally, phase three continues to inculcate the attitude and skills needed to be a cross-experienced manager by allowing life-long learning through professional development and periodic assignments to cross-functional task forces and project teams. A synopsis of the three-phase process for cross-functional management training is shown in Fig. 1.

According to the managers interviewed, a truly cross-experienced manager accomplishes the following:

(1) Develops an appreciation for the needs and wants of customers
6. Caveats regarding people in supply chain management

6.1. Employment loyalty and mobility

Unfortunately, cross-experienced managers are highly valued and marketable. Cost justifying programs to cultivate cross-experienced managers is difficult when managers change jobs every three to five years. Scarce resources compound the problem. One company with a reputation for developing outstanding cross-experienced managers was forced to scale back its training program after competitors made a practice of hiring away newly “minted” managers. Competitors had found that it was easier and less expensive to “headhunt” bright and capable managers than to establish their own training programs. Effective SCM requires competent, secure people. Finding and/or developing these people is a huge challenge, especially in a world where employment mobility dominates. High turnover rates greatly inflate training costs and reduce training effectiveness. The lack of loyalty – running
both directions – is perhaps the most prominent impediment to leveraging the human resource as a supply chain facilitator. As previously mentioned, many companies would rather hire experienced managers from the outside than develop great managers internally.

6.2. Lack of follow-through

A second people challenge has emerged from corporate America’s penchant for fads. Many companies spend a great deal of time and money looking for the panacea. As one manager said, “There are no silver bullets, but there are a lot of people willing to sell you one”. Pursuing the latest technology or newest management philosophy dilutes focus, wastes resources, and diminishes follow through. This lack of follow-through has led to “cynicism” among the ranks of many organizations’ management teams. Far too many managers now operate with a “show-me-first” attitude and are unwilling to accommodate innovative philosophies, new practices, or modified roles and responsibilities. When people adopt this intransigence, they become barriers to supply chain integration and an entire cultural makeover is required.

6.3. Talking the talk, but not walking the walk

A third related hurdle is that many companies pay lip service to the importance of the human resource. They talk the talk of people being the most important asset, but in the words of one manager, “They have taken people out of the picture more than they should have been”. Simply stated, many managers and workers alike no longer believe that they can make a difference; they do not feel that their experience or passion is valued. They therefore hoard a wealth of ideas that would lead to better products and processes and could greatly increase customer loyalty. As a result, a critical resource goes underutilized. The bottom line is that many companies (even highly admired companies) have created an environment where people lack the power to make something happen, but possess the power to keep something from happening.

7. Conclusion

Managers interviewed across the five channel positions believe that people are vital to supply chain success. Interestingly, the amount of time and money spent by organizations to develop its people for supply chain collaboration pales in comparison to other budget expenditures – namely technology and partner selection. To utilize their people, supply chain managers must remember the following four points:

- An organization’s people are a competitive weapon in supply chain integration; however, it is largely overlooked by top management. It is the duty of senior management to create vision, allocate necessary training and educational resources, and establish measurement and reward systems that inject passion into the workplace.
- Senior management must cultivate a working environment where participation is not just encouraged but highly valued. In such environments, people are empowered to experiment, take risks, and solve problems. Constant, life-long learning and the sharing of knowledge is the expectation not the ideal. To repeat one manager’s commentary: “Changing the culture is the key to leveraging people”.
- The best supply chain companies blend continual education and training programs to instill a sense of purpose and vision while providing a set of skills that can add immediate value.
- Cross-functional managers are developed in phases, beginning before the manager is even hired and continuing throughout the tenure of the manager (Fig. 1).

While daunting challenges still persist, important progress toward people integration is being made. Table 2 provides a summary of the points of progress and deficiencies regarding people and SCM. Our findings suggest that future study is needed to understand how people facilitate supply chain success and what factors aid people in being a valued asset to supply chain alliances. Human effects on supply chain initiatives are real and must be taken into consideration along with other factors when managers meet to form supply chain alliances.

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Table 2  
Progress and deficiencies of people utilization in SCM

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<th>Points of progress</th>
<th>Deficiencies</th>
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<tr>
<td>People are recognized as vital to SCM</td>
<td>High degrees of lip service</td>
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<td>Establishment on in-house universities</td>
<td>Creativity of people remains untapped</td>
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<td>More use of rotation programs</td>
<td>Lack of loyalty both ways</td>
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<td>greater emphasis on teaming</td>
<td>Meager training budgets</td>
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<td></td>
<td>Cultures of trust are rare</td>
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<td>Too much hierarchical control</td>
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References


