

論文 / 著書情報
Article / Book Information

題目(和文)	
Title(English)	A comparative study on SCM orientations and capabilities in value networks through strategic filters: A case of Sri Lankan apparel industry
著者(和文)	ナヤプ リヤグ ナルダナ
Author(English)	Nayanapriya Gunawardhana
出典(和文)	学位:博士(学術), 学位授与機関:東京工業大学, 報告番号:甲第9913号, 授与年月日:2015年3月26日, 学位の種別:課程博士, 審査員:鈴木 定省,圓川 隆夫,伊藤 謙治,鍾 淑玲,妹尾 大
Citation(English)	Degree:, Conferring organization: Tokyo Institute of Technology, Report number:甲第9913号, Conferred date:2015/3/26, Degree Type:Course doctor, Examiner:,,,,,
学位種別(和文)	博士論文
Category(English)	Doctoral Thesis
種別(和文)	論文要旨
Type(English)	Summary

論文要旨

THESIS SUMMARY

専攻:	Industrial Engineering & Management	専攻
Department of		
学生氏名:	W.K.M.N. Gunawardhana	
Student's Name		

申請学位(専攻分野):	博士 (Philosophy)
Academic Degree Requested	Doctor of
指導教員(主):	Assoc. Prof. Sadami Suzuki
Academic Advisor(main)	
指導教員(副):	Prof. Enkawa Takao
Academic Advisor(sub)	

要旨 (英文 800 語程度)

Thesis Summary (approx.800 English Words)

The dissertation publishes the research outcomes of an attempt to introduce a comprehensive framework for supply chain segmentation and performance control of value network. Businesses have transformed from sole entities to partner networks that aim to cater desired values to different market segment. Outsourcing has created diverse networks that one partner in the network becomes a partner for several such value networks. Thus, a single company is providing service to different customers having different strategies and market requirements. This contemporary operational structure has created an immense value for accurate segmentation and performance control of different supply chains, a company deals with.

To address this need in literature a case study approach has been taken with six global value networks in the apparel industry which center towards a particular garment vendor. The research performs a comparative study on those value networks' orientations and capabilities for supply chain management with reference to three perspectives in operations and supply chain management literature. Having surveyed data from 121 professionals working for the six global value networks utilizing the Logistics Scorecard (LSC), the dissertation comes up with valuable insights on differences existing in different supply chains even within one company. The main contribution from the research work to the advancement of research in the supply chain stream, is the proposal and validation of three strategic filters to enable such an analysis on the divergence of supply chains. Those three strategic filters are 1) business model complexity, 2) operational model (leanness-agility of value networks), and 3) supply chain strategy of the value network (mass production, quick response, mass customization).

Research outcomes suggest that all these three strategic filters significantly affect the orientations and capabilities of supply chains studied. While business model complexity shows a significant impact on shaping up the orientations towards 'corporate strategy and inter-organizational alignment', 'planning and execution' and 'IT utilization', the other two strategic filters impact on the latter two areas of SCM orientation. On developing SCM capabilities, business model complexity impacts significantly on all the capabilities derived (supply and logistics management, system optimization for customer satisfaction, and customer integration with ICT). The remaining two filters impact only on the latter two

capabilities. Thus, business model complexity becomes a critical area to emphasize in tailoring supply chain strategies. Further, the outcomes find a correspondence between the operational models and the supply chain strategies. In addition, it has been identified that 'logistics performance' is inevitably important to any value network and it is not affected to be differentiated with the three proposed filters. This implies that it is evenly important to any value network and also signs that it is an area of SCM that can be outsourced, which in a way supports to the formation of 3PL concept.

Thus, the dissertation proposes the researchers as well as practitioners that "even within one company there will be different supply chains to cater to different value networks, so that the strategies has to be tailored rather than centralized". Further the dissertation provides an easily adaptable research framework for both researchers and practitioners to advance their research work on an attempt to find how we can develop endlessly expanding supply chains when 'one size does not fit all'.

備考：論文要旨は、和文 2000 字と英文 300 語を 1 部ずつ提出するか、もしくは英文 800 語を 1 部提出してください。

Note: Thesis Summary should be submitted in either a copy of 2000 Japanese Characters and 300 Words (English) or 1copy of 800 Words (English).

注意：論文要旨は、東工大リサーチリポジトリ(T2R2)にてインターネット公表されますので、公表可能な範囲の内容で作成してください。

Attention: Thesis Summary will be published on Tokyo Tech Research Repository Website (T2R2).