The Impact Study of Supply Chain Management on The Performance of The Moroccan Companies

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Abstract

The adoption of the concept of Supply Chain Management constitutes a key success factor for the companies which are in search of the value and of perenniality, in an environment marked by a fierce competition not only between companies, but between corporate networks, therefore between several styles of management and cultures. This article aims to show the relevance of the taking into account of the culture for a good integration of Supply Chain Management as a powerful method of management. This article is based on a review of literature which will be the object of a future empirical research.

Keywords

Logistics, Supply Chain Management, Culture, Performance, Moroccan companies.

I. Introduction

Logistics is a process, which is worked out by a set of coordinated actions whose object is “to ensure the lower costs the coordination of supply and demand, with the plans strategic and tactical, as well as the long-term maintenance of the quality of the ratios supplier-customers which relate to it” (Tixier and al., 1983, p.24).

The implementation of a strategic logistics requires the implication of the individuals associated with operation with the supply chain. Indeed Fabbe-Costes (1997) affirms that “strategic logistics can appear only if the local actors are officially recognized like vectors of strategic change” (Fabbe-Costes, 1997, p. 259). The objective is to support a responsibilisation of the local actors to allow built with the strategic choices taken the level of the central organization.

The supply chains, like precise J.Colin, “proceed to the regulation of downstream (the market) upstream (the tool for distribution-production) of physical flows of goods, then with their adjustment and finally with their follow-up, thanks to a system and with an information network relating to the goods in the course of circulation (56)”. He explains why the supply chains ensure piloting in real time by integrating upstream all the operations related to the goods, since the distribution, transport and storage until the transformation and the purchase.

Supply Chain Management is the integration of the key operational processes since the end-user to the original suppliers of products, services and information, which brings an added value to the customers and to the recipients (Lambert and al., 2000). Supply Chain Management is presented in the form of a true philosophy of management, like precise the Lambert and al. (1998) by apprehending it as an approach of management which touches the culture even each organization.

In spite of the innumerable advantages that Supply Chain Management presents, its integration and its inculcation in the spirits of the persons in charge can remain delicate, since this concept relates to the management of a set of corporate networks characterized by a difference in cultures and styles of management.

That paper will be the object of a future empirical research, which will define the position of the Moroccan companies, compared to the concept of Supply Chain Management and will answer the question of the representativeness of the Moroccan culture as a fertile ground with integration and the installation of Supply Chain Management.

II. Supply Chain Management Vector of the Performance of the Companies: Review of Literature

Logistics is known by its military origin, which is characterized by the great mobility and the force of the soldiers. Alexandre Le Grand was the first war leader to evoke a relevant answer to the arbitration mobility supplies in living. Plutarque tells in book la vie des hommes illustres, Paris, Gallimard, 1951, that it is Alexandre himself which gave the order to burn the carriages of its army, in order to make it more mobile. It is the case of a reactive and proactive company because of the very low level of stocks. Xavier Laly indicates in the book Alexandre Le Grand, Alexandre Le Grand, précurseur de la logistique moderne, stratégie logistique, n° 54, March 2003, that “the many works treating of Alexandre Le Grand show that this one prepared advances its conquests very of them, by as far as possible making safe the support in food, water, supplies, along the roads to be borrowed. There were a real planning of the operations, points and dates of regroupings with the fleet, the design of a network of advanced stores, durations of camping envisaged on the territories according to the seasons, etc.”

The company adopted the concept of logistics thereafter, thus in 1948, the committee of American Marketing Association in charge of the definitions suggests for the logistic term: “movement and handling of goods of the point of production at the point of consumption or use”.

Through several years, only the part “downstream” concerning the term of logistics is evoked, which implies a resemblance between logistics and the physical distribution. In 1963, the NCPDM (National Council of Physical Distribution Management) presents a complete definition of the management of the physical distribution:

“Term employed in industry and the trade to describe the vast spectrum of activities necessary to obtain an efficient movement of end products from the exit of the production lines to the consumer, and who in some cases includes the movement of the raw materials since their supplier until the beginning of the production lines. These activities include the transport of the goods, storage, handling, the packing of protection, the control of stocks, the choice of the sites of factories and warehouses, the treatment of the orders, the forecasts of market and the service offered to the customers.”

This initial definition will quickly be improved by its author J.F.
Supply chains, like precise J.Colin: “proceed to the regulation basic trade. control, in order to allow the companies to concentrate on their final delivery.”

The supply chain is thus perceived as that which binds the whole flows, by saying that the supply chain is one: “corporate network to a number of actors implied collectively in the management of consumer.”

produce value in the form of product and service for the ultimate of interactive manner in various processes and activities which customer. As Christopher (1992) specifies it who defines Supply Chain or the supply chain can be defined in the form of a logistic network composed of a set of speakers active of the raw material producers to the ultimate consumer via all the possible intermediaries, it is thus the representation of all the links of the supply chain since the supplier of the supplier to the customer of the customer.

The supply chain represents a commitment of a set of actors who aim at the creation of the value and the satisfaction of the final customer. As Christopher (1992) specifies it who defines Supply Chain like one: “network of organizations which are committed of interactive manner in various processes and activities which produce value in the form of product and service for the ultimate consumer.”

Ellram (1991) explains in its definition that Supply Chain relates to a number of actors implied collectively in the management of flows, by saying that the supply chain is one: “corporate network interacting to deliver a product or a customer service final and implying a set of flows on the basis of the raw materials until the final delivery.”

The supply chain is thus perceived as that which binds the whole of the various logistic actors in the firm, namely the industrialists, the distributors, even the service providers. This chain is connected with the chain of value to carry. One assists, during this period, with the outsourcing of the logistic operations: transport, inventory control, in order to allow the companies to concentrate on their basic trade.

Supply chains, like precise J.Colin: “proceed to the regulation of downstream (the market) upstream (the tool for distribution-production) of physical flows of goods, then with their adjustment and finally with their follow-up, thanks to a system and with an information network relating to the goods in the course of circulation (56)”. He explains why the supply chains ensure piloting in real time by integrating upstream all the operations related to the goods, since the distribution, transport and storage until the transformation and the purchase. Supply Chain thus associates with industrial operations of production and business transactions of distribution, operations of transport accompanied thus by services with added-value.

Supply Chain Management or the management of the supply chain carried out through the division of information at the convenient period, the communication, the co-operation between all the links of this chain, represents a major stake for a better performance of the company. This concept also consists of systemic, strategic coordination and the tactical management of the actions within the departments of a particular organization as well as business carried out inside the chain of supply. The purpose of it is to improve the long-term performance of each organization and the chain of supply of the organizations as a whole.

The concept of Supply Chain Management makes it possible to develop a competitive advantage for the company, characterized by a control of the costs and a differentiation with a better reactivity, agility and efficiency.

The literature does not present a single definition of Supply Chain Management, but this concept can be regarded as a philosophy and a new manner of managing the companies in a system with coherent elements directed towards the same objectives, since the downstream until the upstream.

Table 1: Below presents panoply of definitions relating to the concept of Supply Chain Management:

<table>
<thead>
<tr>
<th>Definitions and authors</th>
<th>Lesson of these definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooper and al. (1997): SCM is a philosophy which tends towards an integrated management of the whole of flows of the distribution network, suppliers with the end-user.</td>
<td>Need for an integration of flows and actors</td>
</tr>
<tr>
<td>Tan and al. (1998): SCM understands the management of the supplies since the basic raw materials until the provision of the finished product (and possibly recycling). SCM is focused on the competitive advantage and the methods related to the use by the firm of the technological processes and capacities managed by the suppliers. It constitutes a managerial philosophy which reorientates the traditional intra-organisational activities of the business partners towards a common objective of optimization and effectiveness.</td>
<td>Need for a shared vision will intra and inter organisational making it possible to create “relational” value.</td>
</tr>
<tr>
<td>Chopra and Meindl (2004): SCM represents a management of flows enters and among the levels of Supply Chain with an aim of maximizing the total profitability of Supply Chain.</td>
<td>Need for a financial approach by the generated and distributed total profit.</td>
</tr>
</tbody>
</table>

Source: David Doriol and Thierry Sauvage, Management des
Supply Chain Management is a key success factor of the relations between the partners of a supply chain, appearing in particular by the improvement of the conditions of supply, the reduction of stocks and the delivery periods through a better management of informational flows. The integration of Supply Chain Management within the company requires a change in the tools and methods of management and of division of information by the establishment of new information systems, which can be the object of several positive or negative feedbacks on behalf of the persons in charge and the employees. Only the companies which will have adopted this integration of Supply Chain Management will be armed to guarantee the perpetuation and the development of their activity. To be durably powerful, the companies must search maximum synergies between the various supply chains in which they intervene. That supposes for a firm to be efficient, in the systematic elimination of all the forms of wasting, and in the optimization of the follow-up of the expenses of structures, the logistic processes, the committed resources and the external costs of the environment (Mesnard and Dupond, 1999).

III. The Integration of Supply Chain Management Within the Companies:

The integration of the concept of Supply Chain Management seems a major stake for the company, because it implies a whole modification in the methods and management tools, inculcates a modern manner to communicate with the partners and generates a whole new articulation of the infrastructures of the company. The concept of Supply Chain Management forces the company to rectify its organizational diagram while passing from a concept of profit to a concept of performance, by replacing the management of product by the management of customers, in substituent piloting by the functions by a piloting by the processes and while passing of a vertical logic to a co-operative logic of type winner-winner.

The literature presents two types of integration of Supply Chain Management which are complementary in order to carry out an approach of integration of this concept within the company: functional approach and behavioral approach.

The functional approach is based on the analysis of flows and the transverse processes of the firm which are in interaction and which are influenced in a reciprocal way. This functional integration generates a coordination of the resources inside the supply chain and aims at eradicating all nonconformities and the generating dysfunctions of wasting and none the added-value. It makes it possible the company to become more reactive at the requests of the market and stronger in front of the risks being born from the downstream or the upstream.

Functional integration is founded on a total and collective management of information, this information which must be fluid and instantaneous, and on a standardization of the procedures. This collective management must have as object the confidence which appears by interpersonal relationships what facilitates the reactivity.

The second approach complementary to functional integration is the behavioral approach which is interested on the participation and the implication of the subordinates in decision making and the design of the projects. The concept of integration here evokes the idea of an interactive and co-operative effort to achieve a common goal. Integration is defined as the process intended to found a unit of efforts between the various attitudes within the company and between the distinct work units. It interests all the cycle of production of the value, including the design, the production until the distribution of goods and services. “To integrate” is “to make cooperate the men or the groups to which they belong, with a common work generally under the demanding pressure of the purchasers and the competitors.”

The existence of interpersonal and subjective size present two criteria to be taken into account at the time of each project of the company, because the working groups are made up various people, with various cultures and manners to solve the problems, with various desires, lifestyles and objectives.

The integration of the behaviors online with organizational objectives implies important behavioral changes requiring the development of managerial competences sat on the versatility and autonomy. The diffusion of these competences towards the partners of the wide company for example is facilitated by the practices of swarming, aiming at encouraging collaborators with mobility towards companies of subcontracting.

The increasing complexity of the environment which is increasingly wild, leads the organizations integrated in Supply Chains to realize of the importance of the development of the long-term relations (Ganesan, 1994), of the trust relationships and interdependence which minimize the conflicts between companies. This behavioral integration takes support on a process pratenarial (Cooper et al., 1997) which is based on a new perception of the inter-organisational relations.

Supply Chain Management is based on a transverse vision concentrated on a collective will, turned towards the co-operation and collaboration and the resolution of the conflicts to the profit as of general interests. The behavioral approach articulates around the human factor and behavioral and largely exceeds the vision based on the analysis of flows and the dysfunctions.

The functional approach and the behavioral approach exist so that they are complementary. Balance between these two dimensions constitutes a question of important research, since it is probably likely to prevent the negative effects and the over costs of integration observed by certain authors.

Integration according to Bowersox and Morash (1988) and Hammer (1990) consists in integrating the relations, the activities, functions, process and the sites of all the members of Supply Chain. Stevens (1989) as for him suggests that integration Supply Chains is mainly implied in planning, the coordination and the control of materials, the parts and the end products of the suppliers to the customers on the various levels strategic, tactical and operational. Finally, Naylor and al. (1999) affirmed that the objective of integration is to eliminate all the barriers to facilitate the flow of matters, treasury, the resources and information. The integration of the concept of Supply Chain Management is a transverse integration, which must touch all the company as a single system which is not fragmented.

According to several authors, Bowersox, Clos and Stank 1999, Frohlich and Westbrook 2001, Stevens 1989, Towill and McCullen 1999, Vaart and Donk 2003), the integration of the supply chains must be seen as the way in which the company can collaborate in a strategic way with its partners and to manage the processes of collaboration will intra and inter organization to effectively lead flows of the products, the services, information like financial with the objective bringing value to the final customer. Integration according to Fabbe-Costes makes it possible to make a distinction within Supply Chains Integration, between the operational
integration based on the integration of flows, the processes, the systems and technologies, and relational integration founded on the principles of coordination, collaboration and the co-operation between the individuals, the teams in the interfaces (Fabbes-Coste, 2007). Relational integration is subjective based on an effective communication, an interpersonal proximity and on a difference in values and cultures. Contrary to Fabbe-Costes, the integration of the concept of Supply Chain Management at Yeung, Zhao and Yeung (2004) concentrates mainly on the strategic aspects by drawing aside relational dimension and its fundamental presence in integration. These three authors in question distinguish six types of integration:

- The strategic integration which supposes an equitable distribution of the profits and a division of the risks,
- The integration of the relations in order to attenuate the risks of opportunism,
- The integration of the supplier who returns to an integration of competences coming from a better coordination of all the critical suppliers in Supply Chain, in order to reach a set of capacities of service (Bowersox and al., 1999),
- The integration of the customer, who appears by the aptitude of the company to create a durable relation with his customers,
- The integration of the information which is a technological approach which combines elements of management of the databases, WMS, and other applications in a common platform (Roth and al., 2002),
- The integration of the systems of measurement which report the degree with which a company must structure the systems of measurement and standardization of the indicators of measurement with the principal members of its Supply Chain in order to back up the strategies of integration (Scapens, 1998; Holmberg, 2000).

IV. Interest of the Taking into Account of the Culture in the Installation of the Concept of Supply Chain Management:

Supply Chain Management represents a philosophy of management which integrates all the links constituting a set of supply chains, which must converge in the taking into account of the decisions, in the completion of the objectives and to take part all in the maximization of the value and the satisfaction of the final customer. The management of the total supply chain includes a certain number of actors representing each one of them a culture except for, of the single influences and the suitable ways of managing. The integration of the concept of Supply Chain Management as a new culture of management within the companies must take into account this whole of divergences, to go to cohesion and a harmony in the attack of the traced objectives.

The third item discussed in this paper evokes the concept of the culture like a fundamental and relevant point to take into account at the time of the implication of Supply Chain Management within the organizations, which can have much effects and repercussions on the structure and the operation of the companies. Supply Chain integrates a set of partners national and international of a firm, consequently the management of the total supply chain must hang in consideration the difference between the styles of management and the national cultures of the companies for good walk in an effective collaboration and a co-operation. The taking into account of the culture makes it possible to attenuate the risks of cultural conflicts with which the persons in charge and the employees are confronted in a daily way. From where importance to know the concept of culture of company as well as the origins of this culture and to also discover the styles of management and the national cultures of the organizations. The emergence of the concept of culture in the managerial field took place in the Eighties, which gave rise to the culture of company (Schein, 1985) as it is named today. One understands by culture of company, the whole in the manners of thinking, of feeling, and of acting which are common to the members of the same organization.

The culture of company corresponds to a framework of thought, a system of values and rules relatively organized which are shared by the whole of the actors of the company (Bournois, 1996). The culture of company is a collective phenomenon which links individuals within the same organization, by converging them towards the same beliefs, values and attitudes.

The culture of company precedes of omnipresent a symbolic system activity, which makes it possible to the individuals of the same group to exchange information beyond formal rules, through a set of more or less comprehensible representations by people external with the organization. The production of symbols can for example take the shape of names, of a logo, emblems, specific colors, localizations which evoke by their form or their nature an association of spontaneous ideas with elements characteristic of a company (process of identification).

The change of certain symbols means fundamental modification of the styles and systems of management. Indeed the safeguarding or the reconsideration of a symbol specific to a company is never perceived as with a neutral act. The culture of company is also associated with the concepts of training and transmission by the repetition and the interaction. It is indeed, through the culture which the continuity of the group will organize which will converge towards the same postulates and will transmit these assumptions to the new members. The culture of company has thus like characteristic to revive around some practical the joint past and to transmit it to the new generations of collaborations through rites, ceremonies and the valorization of certain myths.

The culture of company is also characterized by its internal coherence, which appears by a number of values and relatively structured rules, it is the same a social construction which evolves with the time which emanates from a process of decision making and reactions to events and interventions led by the company during its history. The culture of a firm evolves according to the situations confronted during its cycle to growth and the actions conducted by the company to cope some.

Finally, the culture of company constitutes an “inside” compared to an “outside”. The firm is perceived as a kingdom containing its own actors who turn around the same structure and attitudes, and to differentiate them from the others paid.

The culture of company can be deciphered through a certain number of criteria presented in a grid. The developed approach is based on former work (Meier, 2001), having led to the design of grids of cultural analysis. The grid of cultural analysis is the fruit the various research based on work relating to the culture of company, including the definition of the key concepts and their use in the case of social relations (Berry, 1983) or of company (Harrison, 1972; Schein, 1985), of work on the culture and the processes of organisational change (Larçon, Reitter, 1979; Reitter, Ramanantsoa, 1985; Reitter, 1991; Brown, Starkey, 1994), and of
The researches undertaken in the field specific of fusion-acquisitions, bearing on the cultural and managerial integration of the acquired entity (Buono and al. 1985; Datta, 1991 Cartwright, Cooper, 1996). The grid suggested hereafter understands 11 elements:

- History;
- the trade;
- Dominant values;
- The reference frame in terms of development;
- Positioning vis-a-vis the environment;
- Elements of identification and membership;
- The type of structure;
- The decision-making process;
- Style of management and sources of being able;
- The policy of human resources;
- The behavior and attitudes.

The history of an organization corresponds in particular to the big events, the investment policies, the periods of recruiting and dismissal and with the personalities headlights. The trade of a firm alludes to its type of industry, technology and know-how, and its system of production. The dominant values represent the bases on which the company rests to legitimate its actions. The reference frame in terms of development consists of the analysis of the choices concerning the development strategies and their main reasons. As for positioning vis-a-vis the environment, it makes it possible to analyze the geographical preferences of establishment, its attitude vis-a-vis fierce competition and its principal capital. The elements of identification and membership correspond in particular to the signs, the names, the historical references and the localizations of the sites. The type of structure shows the plan of organization and operation of the company as for its legal status, its principal shareholders and his flow chart. The decision-making process makes it possible to study the nature of decision making (individual or collective) within the firm, the levels of delegation and the regulation of the litigations. The style of management and sources of the power refer to the style of direction and the manner of management and collaboration with the partners. The policy of human resources makes it possible to study the manner with which the persons in charge and the work forces control animate. Finally, the behavior and attitudes of the employees towards the company, like the commitment, attachment and motivations of staff, like also the whole of the litigations, conflicts and strikes. Culture is structured into different layers cultural which translate process of construction and of formation of culture, while distinguishing what is easily indentifiable and explicit (rules and procedures), which can be revealed after discussion with certain actors of the organization (values and beliefs) and what remains particularly delicate to explore (the implicit postulates) and which constitutes the true heart of a culture of company, namely its fundamental. The first level of the culture corresponds to the rules which carry out the industrial relationships and social within the organization. It indicates the language employed the practices and modes of coordination. Generally, this level shows the obviously indentifiable rules easily and by the people external at the firm. The second level culture corresponds to the beliefs which represent the general orientations which show the way with which the persons in charge seize and represent the world which surrounds them. With the values which are collective choices corresponding to what must resemble a company in the fields economic, social and societal. And to the standards which represent the rules forming the framework of the development and the management of the activities, they show what it is necessary to do and what one should not make within the organization. The third cultural level includes the postulates which are at an unconscious level until the moment when a person external at the firm tries to infringe them. They can for example correspond to the defense of interests of the employees, the refusal of certain economic, social evolutions or societal or the imposition of new standards of management. Is the question which can be posed now, they which are the origins and the influences of the culture of company? These cultures of companies which are characterized by a set of criteria and of distinctive elements, which makes each culture specific and single. One can define a country as a made up territory individuals who represents a political community, established on a definite geographical space and incarnated by a sovereign authority. Each country has its clean culture, its own language and its habits, which forms a national culture about which Iribarne even speaks by saying that “the national cultures... are of all their weight, where the great efforts are made to create, beyond the borders a culture of original company” (D’Iribarne, 1989; 265).

This national culture plays a significant part in the development of the ways of managing within the organizations. The influence of the national culture is all the more large as it remains deeply anchored in the cognitive operation of the individuals and that its particularisms evolve at extremely slow intervals, with changes which can take several generations (Laurent, 1989). The regional culture as for it indicates diversity of the cultures inside and outside the same country and also relates to the points of resemblance existing between geographical zones which belong to several countries. The professional culture is a singular culture acquired with work. Work of R.Sainsaulieu showed that the individual forges part of his identity by the means of his work. The professional identity is defined as the “way in which the various groups with work are identified with the pars, the chiefs, the other groups” (Sainsaulieu, 1997).

The culture of an organization can be influenced by the personality of its persons in charge and its leaders who can constitute a reference mark or a symbol for the partners of the firm in question. In particular, the role of the founder is often of a crucial importance, because of the beliefs and the values which it conveys (Schein, 1983). Indeed the successors and the founder can play a fundamental role in the creation of a single culture of a company. The national cultures represented the source of inspiration of several work, as work of Hofstede which is based on four elements which differentiate between the national organizations: the hierarchical degree of distance, the degree of tolerance to uncertainty, the level of individualism and the degree of masculinity. Other work (F.Trompenaars, F.Kluckhohn and F.Strodtbeck, E.T. Hall) come to support those of Hofstede, and which are based on the link between the culture of a country and the choices as regards styles of management and work environment. This paper will be focused on the model founder of Hofstede. G.Hofstede described the differences in national cultures of fifty countries, located on the five continents. According to this author, cultural dimensions influence the manner of perceiving space, time and the interpersonal relationships. Hofstede constitutes links...
between the models of management and the national cultures. The culture of a country, according to this author, is defined through four dimensions which have an effect on the way of managing the organizations. The first dimension is that of the importance of the hierarchical distance, which is regarded as an element of national cultural differentiation within the companies according to Hofstede. This dimension re-examines with the degree of inequality expected and accepted by the collaborators within the framework of hierarchical relations.

In the model of Hofstede, the geographical position of the country constitutes the first major element, the size of the population represents the second crucial factor. Other points considered as essential in the importance of the hierarchical distance, in particular the wealth of the country, the distribution of income inside the country and the weight of the history.

The second dimension quoted by Hofstede, is that of the individualistic or Community orientation. According to this author, the national organizations can be distinguished through the type of relation which the individual exerts with the other members of the community.

According to Hofstede, there exists a connection between the economic development of a country and the individualistic or Community culture, because the richer the nation is, the more the individualistic attitudes submerge, and the poorer the country is, the more it preserves its Community behavior.

The third dimension evoked by Hofstede is that of the relation to uncertainty and ambiguity. This dimension allows to the degree of acceptance of a nation of the risk and uncertainty towards the future events. Because certain countries support the taking risk and the confrontation of the concern caused by facts to come, and others which prefer the avoidance or the control of this risk.

The control of these uncertainties appears by the installation of tools of forecast or planning, the integration of procedures and the search for certain stability.

The fourth and last cultural dimension belonging to the model of Hofstede, are the male or female orientation values. The male values are focused on the question of success and possession, whereas the female values are based on social environment and with the mutual aid.

This dimension remains fundamental for certain major choices of the companies, one of these choices relates to the economic growth of the company which constrained the environmental protection and the defense of the interests of the employees. The female values are focused on the points of social cohesion and solidarity within the company, whereas the male values relate to the performance and economic success.

The male or female orientation of the values also has effects on quality of work, because in the cultures with male values, the quality of work is translated by the completion of the objectives, by the success in the achievement of work, out, the cultures with female values, the quality of work is perceived through true a collaboration, an adhesion and a real commitment in work in a pleasant social climate characterized by a certain stability and agreements between employees.

V. Conclusion

Supply Chain Management is a philosophy of management whose sphere of activity is very vast, and its impact on the performance is very sensitive. It is about a challenge of size for the future, because he has several advantages compared to the concurrent companies. Only the companies which will have adopted this integration of Supply Chain Management will be armed to guarantee the perpetuation and the development of their activity. To be durably powerful, the companies must search maximum synergies between the various supply chains in which they intervene. That supposes for a firm to be efficient, in the systematic elimination of all the forms of wasting, and in the optimization of the follow-up of the expenses of structures, the logistic processes, the committed resources and the external costs of the environment (Mesnard and Dupond, 1999).

Supply Chain Management does not relate to only the management of only one supply chain, but a complex whole of supply chains with specific actors with cultures and dissimilar attitudes. From where relevance of the taking into account of the culture as being a major element in the adoption of the concept of Supply Chain Management, in order to maximize collaboration and the co-operation between the various organizations constituting the chain logistics and to benefit from the value added.

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la culture nationale marocaine.


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