

# A framework for analysing supply chain performance evaluation models<sup>\*</sup>

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## *Abstract*

Logistics has become a key component of rising corporate competitiveness. The once fragmented vision underlying this function has evolved in recent years into more transversal, comprehensive and global forms. Along the way, logistics have been turned into a source of competitive advantage. Supply chain management creates value both for companies and for various partners who interact all throughout the global supply chain. Logistics' strategic dimension means that performance measurement is now paramount. Within their performance evaluation process, companies nowadays refer to a number of models that differ in terms of corporate organisation, distribution of responsibilities and degree of logistics maturity. The present article analyses the various models used to assess supply chains by highlighting their specific characteristics and applicability in different contexts. It also offers an analytical grid that will break these models down into seven layers. This matrix will help managers evolve towards a model that is more suitable for their needs.

*Key words:* Supply chain management, logistics, logistics maturity, performance, evaluation model.

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## **1 Introduction**

With logistics now comprising a key element in corporate competitiveness, some firms have come to view this function as the cornerstone of their differentiation strategy. The result is that much current analysis focuses less on the competition between firms per se and more on the rivalry between their respective logistics chains [32]. Supply chain performance can be measured both by the satisfaction of customers, who after all remain the ultimate judges of how much value has in fact been created at the logistical level, and also whether minimal costs are incurred in responding to customer expectation. Assessing supply chain performance is quite a complex enterprise, in part because this is a transversal

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