



DECLARATION

**SUPPLY CHAIN VISIBILITY ON DELIVERY
PERFORMANCE: A STUDY ON LOCALLY SOURCED
PHARMACEUTICALS: A CASE STUDY ON COMPANY A**

by

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Abstract

Supply chain visibility referred to as the extent to which the partners in the supply chain can obtain most up to date information for smooth business operations. In recent years the concept of supply chain visibility has gained significant awareness from many supply chain professionals, as it plays pivotal role in ensuring the smooth operation of the whole supply chain both upstream and downstream operations. At the same time, it is important to know how the level of trust between the supply chain partners would affect the supply chain visibility and based on trust up what extent those partners are ready to share information among themselves. When considering the pharmaceutical industry, the supply chain visibility and level of trust among partners plays a major role since it has a direct impact on people's lives. And how and when the product is delivered to the final customer is very important. Therefore, this study is carried out to identify how supply chain visibility affect the delivery performance of the material required for the manufacturing of pharmaceutical products, especially concentrating on the packing materials. This study is carried out as a case study of Company A, its being one of the leading pharmaceutical companies in Sri Lanka. As identified by the research there are delivery delays occurring in relation to the delivery of pharmaceutical packing material from upstream which has caused many issues for the company. Hence the research is carried out to identify how the supply chain visibility affect delivery performance of said company.

Main objectives of the research were to explain how supply chain visibility influence delivery performance of locally sourced pharmaceutical material (packing material) of company A. and at the same time to investigate the role of partnership quality has on visibility in the supply chain of locally sourced pharmaceutical material (packing material) of company A. In conducting the research, the case study approach was followed, and a concept indicator model was developed based on how different supply chain information such as accessibility, quality and usefulness of information influence the supply chain visibility and what impact the supply chain visibility has on delivery performance. At the same time how level of trust between supply chain partners influences visibility. Interviews were carried out in data collection from the supply officers of the company as well as the suppliers who have the highest value concentrating on the upper stream of the supply chain.

As per the data collected, several important points could be highlighted. The accessibility of information was identified by both supply officers as well as the suppliers as one of the significant factors that influence the supply chain visibility. Ensuring that correct information is captured and integrated is of high importance as per the data. Similarly, the quality of information is another factor, such as the timeliness, completeness and the accuracy of information has an influence of the supply chain visibility. Usefulness of information is how the information gathered could be used in the improvement of operational processes and