

## The Review and Identification of Key Success Factors in Supply Chain NIOC

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### Abstract

The aim of the present study was to investigate and identify key success factors in supply chain South Oil Company is a national, For this purpose, a literature review, a list of important criteria was developed, And by conducting interviews with experts and complete the questionnaire in three overall success factors of supply chain identification and production of the Minister under construction, strategic planning , internal and external competitiveness Sakhtarmdyrty and related industries and institutions Vpshtyban category, The census conducted a comparative test using questionnaires , field managers about the trial. And analysis of data through fuzzy AHP methods, the criteria are weighted and ranked .According to research findings from their perspective companies cases , sub -weight relationship in the supply chain to the top 16 percent of their allocated. After the sub 4 sub 24/0 weight manpower expertise , access to raw materials , weighing 10.4 , Advanced Infrastructure weighing 07.06 and 16.05 in the supply of materials and components required by the final weight.

**Key words:** Key factors , cicadas supply of goods, South Oil Company

### Introduction

Today companies should consider many factors in order to succeed in the competitive environment such as improving quality of productions, producing and executive procedures in organizational structures to an acceptable and desirable level. Therefore organizations try to concentration their occupation on activities which they know. It indicates their fundamental competitive ability. Literally it becomes "Outsourcing" and other organizations will be become in charge of accomplishing other activities so that they can concentrate on activities which have more strategic importance. Thus specifications and quality of productions which are presented to customers are widely depended on some companies that are in charge of creating that role. In this situation integrating companies which are legally separated and harmonizing material, information and financial procedures among them and the "supply chain" as a further view of organizational borders will be more understandable [1].

Some of the most important tasks of supply chain management includes purchasing, evaluating and choosing suppliers of organization that have remarkable sensibility and emphasis. Some other expressions used to be used instead of supply chain management including general strategy of purchasing, contracting suppliers, supply base management, strategic combining with suppliers and so on. These expressions expressed the tasks which were related to purchasing in supply management [2].

Today tasks and obligations related to purchasing, evaluating and choosing suppliers have become more important due to increasing importance of purchasing in organizations. Besides, answering

customer's changing desires needs strategic flexibility in supply chain, evaluating and choosing suppliers.

### **Stating problem and importance of issue**

In the recent situation of professions most of companies are willing to concentrate on their fundamental capabilities and outsource other ones. Outsourcing benefits companies by concentrating on fundamental capabilities and achieving the best job procedure, controlling costs, minimizing and simplifying management procedure, even though it has some negative consequences that the most important one is decreasing supervision and controlling abdicated activities and reducing flexibility [7].

In other hand, increasing outsourcing, quality, variety and price of production or presented service to the final customer depend on performance of each member of supply chain. The competition is among supply chains instead of companies. Companies should answer customers' different needs quickly and with the best quality. Thus, made decisions in supply chain management are considered as effective strategies in competition world. In addition, spreading some concepts like JIT and TQM increasingly in recent years has increased paying attention to choosing appropriate copartners especially in evaluating and choosing suppliers. In order that answering customers' needs appropriately and keeping or increasing competing ability, producers should offer productions on time and with desirable quality and appropriate price. But it's not possible for any supplier. Therefore in order to evaluate suppliers some interactions are utilized that consider different aspects and permit all involved managers to express their opinion about evaluating suppliers.

In Iran supply chain, evaluation criteria and choosing suppliers have become more important than past by supporting and emphasizing of National Iranian Oil Company (NIOC) and the commitments that this company has determined for producers and suppliers. Hence members of chain should be capable of technical and model abilities. So this research tires to examine all parts of supply chain of National Iranian South Oil and identify effective key factors by perusing about visionary discussions and previous outstanding researches in order to analyze the most important factors and help involved officials.

Beginning the twentieth century, persons and organizations are experiencing new events and phenomenon which may have begun originally a couple of years ago. In the recent decade, supply chain management was considered as one of the most significant keys of success in competitions among organizations and researchers and theorists of operation and production management have paid a lot of attentions to this issue.

Today extreme competitive environment of industry persuades active institutions of tourism to find new methods for their competitive profits. Effective supply chain is one of the strategies that these institutions can utilize to increase their competitive capability [6].

Purposes of this research can be described in three main objects:

1. Identifying effective key factors in supply chain of Iran National South Oil Company.
2. Rating key factors in supply chain of Iran National South Oil Company.
3. Analyzing key factors in supply chain of Iran National South Oil Company.

Four main questions are discussed in this research and each question contains some sub-questions.

Can **sub structures and productive factors** be considered as key factors in supply chain of National Iranian South Oil Company (NISOC)?

Can **personnel's skill and specialty** be considered as key factors in supply chain of NISOC?

Can **researching facilities** be considered as key factors in supply chain of NISOC?

Can **accessibility to financial and investing resources** be considered as key factors in supply chain of NISOC?

Can **developed sub structures** be considered as key factors in supply chain of NISOC?

Can **developed technologies** be considered as key factors in supply chain of NISOC?

Can **accessibility to initial sources** be considered as a key factor in supply chain of NISOC?

Can **transporting sources** be considered as key factors in supply chain of NISOC?

Can **supporting and related institutions and units** be considered as key factors in supply chain of NISOC?

Can **appropriate relation in value chain** be considered as a key factor in supply chain of NISOC?

Can **coordination among related systems** be considered as a key factor in supply chain of NISOC?

Can **supplying required materials and segments** be considered as a key factor in supply chain of NISOC?

Can **strategic program, management structure and local and international competition** be considered as key factors in supply chain of NISOC?

Can **approach of related institutions about supply chain** be considered as a key factor in supply chain of NISOC?

Can **close competition all around the country** be considered as a key factor in supply chain of NISOC?

Can **strategic schematization** be considered as a key factor in supply chain of NISOC?

Can **managing skills and manner** be considered as key factors in supply chain of NISOC?

Can **disrupted international competition** be considered as a key factor in supply chain of NISOC?

Can **managers' positive view about producing** be considered as a key factor in supply chain of NISOC?

### **Researching Method**

In this part, successfulness factors of production supply chain has been denoted in the below table according to visionary basis, researching history and interviewing with experts of producing supply chain in National Iranian South Oil Company.

*Table 1. key factors of successfulness in producing supply chain of NISOC*

Reference	Suggested effective factors
Bee & Low (2001)	<ol style="list-style-type: none"> <li>1. environment (cultural, social, political)</li> <li>2. company characteristics (demography, management inducements)</li> <li>3. commercial strategies (differentiation, low cost)</li> </ol>
Rao& Yow (2006)	<ol style="list-style-type: none"> <li>1. management, personal, experimental, theoretical and behavioral characteristics</li> <li>2. organizational factors related to characteristics, operations, resources and organization purposes</li> <li>3. marketing mixed-production variables, pricing, contribution and promotion strategy</li> </ol>
Basent& Long (2011)	<ol style="list-style-type: none"> <li>4. environment (selecting market and conformity, government and sub structures)</li> <li>5. capabilities (technology, awareness of market, schematization, exporting politics, management controlling, quality of communication)</li> <li>6. characteristics of company (size of company, management commitment, management understanding)</li> <li>7. strategy (choosing market, pricing, using middlemen, integration)</li> </ol>
Ramezani&Heydarinia Kohan	<ol style="list-style-type: none"> <li>8. outward pressures</li> <li>9. innovation in industry</li> <li>10. answering customers' needs</li> <li>11. creating new skills and abilities in personnel</li> <li>12. saving in costs</li> <li>13. formal commitment of major management</li> <li>14. organizational resources</li> <li>15. maturity of inter organizational relations</li> </ol>
Akhavan et al	<ol style="list-style-type: none"> <li>1. Culture</li> <li>2. Supporting of major management for to production unit</li> <li>3. Human resources management</li> <li>4. Information technology</li> <li>5. Education</li> <li>6. Formal commitment of major management</li> <li>7. Strategies and purposes</li> <li>8. Enriching workforce</li> <li>9. Enabling workforce</li> <li>10. sampling</li> </ol>
Interviewing with experts	<ol style="list-style-type: none"> <li>1. Coordination among related systems</li> <li>2. Strategic schematization</li> <li>3. Political and economic stability in Iran</li> <li>4. Managers' positive view for producing</li> </ol>

	<ul style="list-style-type: none"> <li>5. Personnel's studying and skill level</li> <li>6. Managers' studying level and its field</li> </ul>
NISOC department of stuff and provisions	<ul style="list-style-type: none"> <li>7. Researching facilities</li> <li>8. Accessibility to financial and investing resources</li> <li>9. Developed sub structures</li> <li>10. Developed technologies</li> <li>11. Transforming facilities</li> <li>12. Supplying needful materials and segments</li> <li>13. Disrupted competition among companies related to oil company</li> </ul>

Finally we analyzed previous researches, interviewed with experts and considered below chart as the key factors of successfulness in supplying items of supply chain in National Iranian South Oil Company:

The key factors of successfulness in supplying items of NISOC supply chain have been determined in a table which contains historic and visionary basis, stated modsls and experts' view. After identifying items many of them has the same concepts, so studied factors have been arranged according to a compilation based on historic and visionary basic of research, stated models, interviewing and collecting viewpoints of province experts. These factors were divided in 3 categories initially so as to have a dual competition according to the same characteristics.

**Table2:** compilation table and studied factors in the research

Main factors	Secondary factors
Productive and sub structures	Personnel's skill and specialty
	Researching facilities
	Accessibility to financial and investing resources
	Developed sub structures
	Accessibility to initial resources
	Transforming facilities
Strategic programs, management structure, local and international competitions	Strategic approach of related institutions
	Disrupted competition all around the country
	Strategic schematization for small and medium industries
	Managing manner and skill
	Disrupted international competition
	Managers' positive view for manufacturing competitive productions
Supportive and related institutions and industries	Appropriate relation in production supply chain
	Coordination among related systems
	Supplying needful materials and segments

The statistical population of this research is department of staff and provisions of NISOC. Sample is a limited amount of statistical population that describes the main characteristics of that society. After defining population, a sample should be chosen which can describe that population well. Sample is chosen through a process that contains a full list of sampling unit and is named "sampling method". By ignoring researcher's deductive statistics, strength and capability of that method depends on sampling method. If the sample doesn't represent population correctly, it's impossible to have a correct prediction about the population [5]. Probable and non-probable are two main types of sampling. In probable type which is known as chanceful and non-random, fair chance element is considered for participation of population members and results of this sample can be generalized for the whole of population [4]. Utilized sampling method is **targeted non-chanceful sampling**. In targeted sampling information should be obtained from special persons who are able to offer our mentioned information. As we need experts for answering and dual comparing among factors of model due to existing limitations such as lack of experts who are ware of all parts of discussion and preventing needful contribution from related organizations and institutions only 30 questionnaires of total 50 ones were collected and chosen for statistical sample. As obtained data is analyzed via AHP method, necessary number of samples for dual comparing was chosen  $n = 30$ . In order to studying literature of subject and history of research library method was selected including books, weekly, monthly and seasonal publications, national and foreign thesis and articles using the Internet were utilized. For identifying and rating key factors of successfulness in productive supply chain of **NISOC** we interviewed with scholars and experts of this company. The researcher's purpose was identifying and rating key factors of successfulness in productive supply chain of National Iranian South Oil Company. Questionnaire is one of the most usual methods of gathering information in surveying researches. Each questionnaire usually contains some targeted questions which evaluate replier's answer and viewpoint by different measuring indicators [3].

Key factors of supplying items of supplying chain in NISOC were determined using archive, visionary basis of research, stated models and expert's viewpoints. After identifying factors, as we encountered many factors and some of them had the same concepts, studied factors were determined based on compilation principle of history, visionary basis, stated models and interviewing with experts of the province. These factors were divided initially in 3 main factors and 16 secondary factors so as to be able to compare in pairs according to their similar characteristics. Overall, used comparisons are not easily measurable for comparing viewpoints, judgments, believes and other specifications.

The structure of this questionnaire is according to hierarchic technique of analyzing process and principle of this method is based on dual comparison. According to this method each value is obtained with a numeral preponderance degree from 1 to 9.

**Table 3.** type of preponderances in linguistic variables

Preferences types (linguistic variables)	Equal number
Extremely preferred	9
Very preferred	7
Strongly preferred	5
Moderately preferred	3
Equally preferred	1

Preferences among distances	2, 4, 6, 8
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Analyzing data for examining correctness of questions and hypothesizes of research is very important. Today in most researches based on gathered information about topic analyzing data is considered as one of the most significant and basic sections of research.

### Discoveries of research

Therefore after introducing method of research, it's necessary to answer questions of research through using data and methods of decision making given by MCDM. In this chapter questions are answered and gathered information are analyzed via ANP that is a statistical technique of Operational Research and is compatible with variables types.

After determining options and indicators, a dual comparison will be done among indicators and in the next step this dual will be done for options of each indicator. Then following algorithm will be used:

- a) Standardizing matrix of dual comparisons
- b) Obtaining arithmetic average of each standardized dual comparison which is called "relative value" either.
- c) Muliptying each relative values of indicators in arithmetic average of options
- d) Rating options (Momeni 2006)

Gathering data and information should be done according to purposes and method of research and specifications of sample. Collected information of this research has been gathered from two main and secondary references and according to following method:

In this research we used experts' consultants and interviews and then analyzed them. Using questionnaire was the other significant implement that we utilized for gathering necessary information about considered sample.

In order to gather information for structuring general topics of research, designing necessities, stating functions and describing their importance gathering information about statistical population and its specifications we accomplished some library researches such as Persian and Latin books, researches and articles (about participation of personnel and communicate abilities of managers) and the Internet.

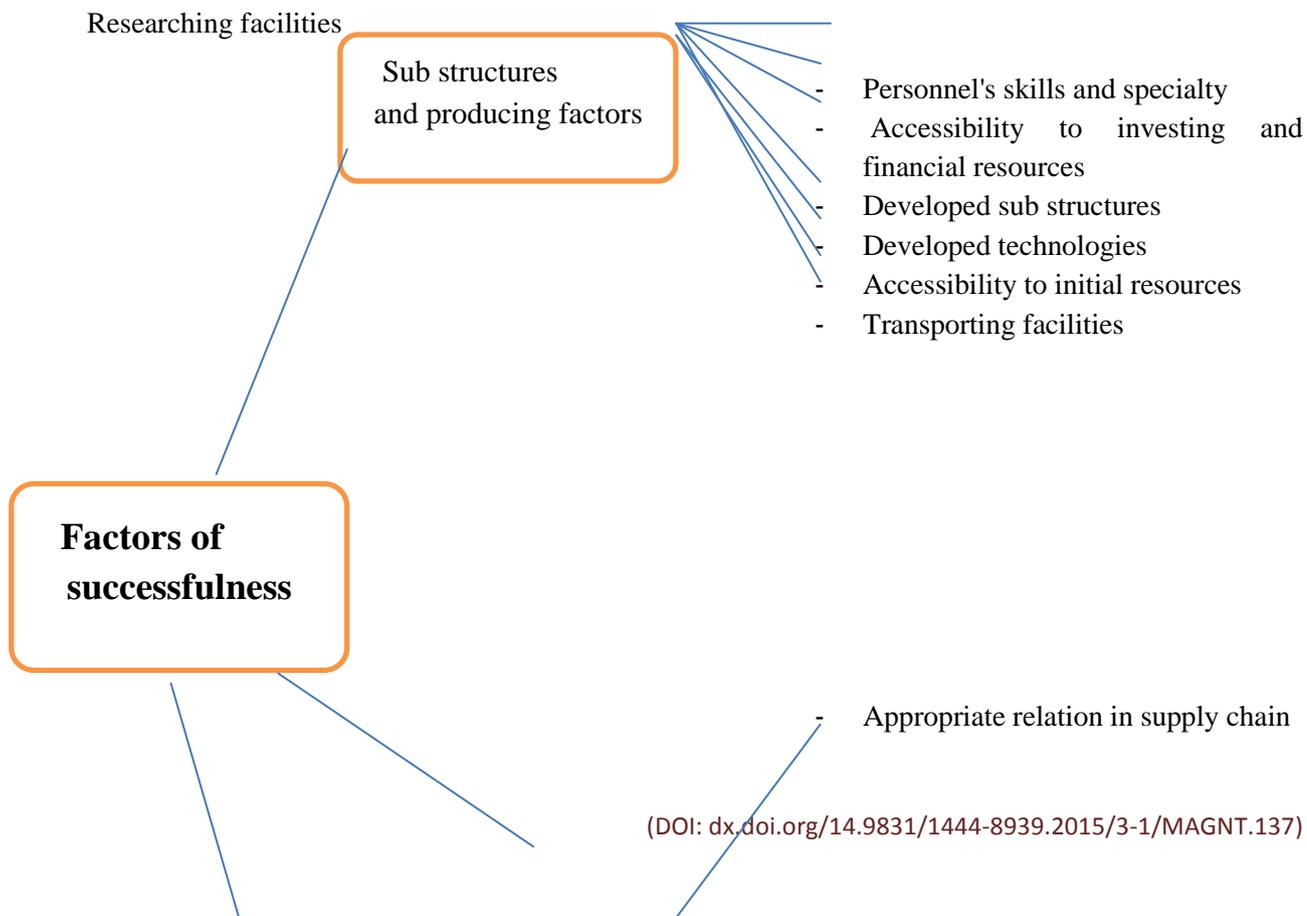
In order to identify key factor of researching that is stuff supply chain of NISOC a list containing the most repetitive key factors in researches was arranged then divided in 3 general extents. Obtained list was offered to scholars and experts of special extents. Viewpoints of 30 managers of under researching companies about adding, deleting or contracting standards were gathered through attending interview and filling questionnaire number 1.

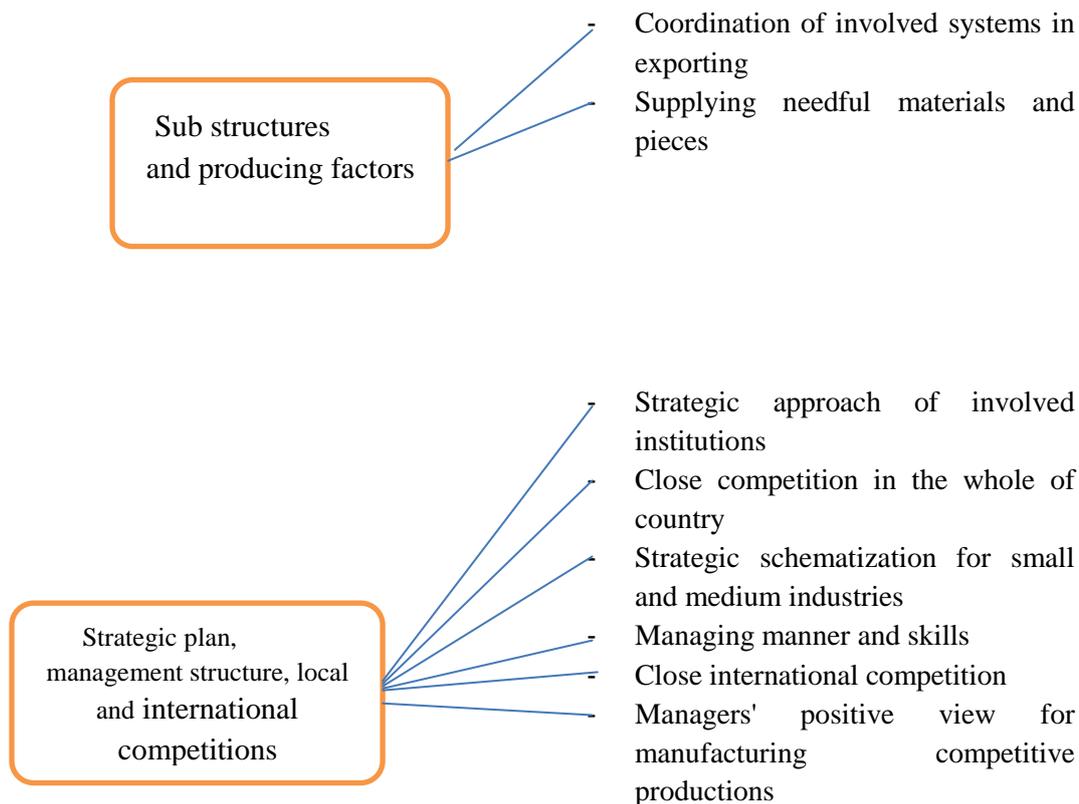
Results of identifying, dividing and rating standards and sub standards are presented in table 4.

**Table 4.** Compilation table and under researching factors

Main factors	Secondary factors
Sub structures and producing factors	Personnel's specialty and skill
	Researching facilities
	Accessibility to investing and financial resources
	Developed sub structures
	Developed technology
	Accessibility to initial resources
	Transporting facilities
Strategic plan, management structure and local and international competitions	Strategic approach of related institutions
	Disrupted competition all around the country
	Strategic schematization for small and medium industries
	Managing manner and skills
	Disrupted international competition
Supporting and related institutions and industries	Manager's positive view for manufacturing competitive productions
	Appropriate relations in stuff supply chain
	Coordination of related systems in exporting
	Supplying necessary materials and pieces

As fuzzy AHP method was selecting for measuring and rating in this research, designing a subsequent structure for standards was necessary. Thus in this step according to identified standards in the previous step a subsequent structure based on 3 main extents was designed which is shown in shape 4.



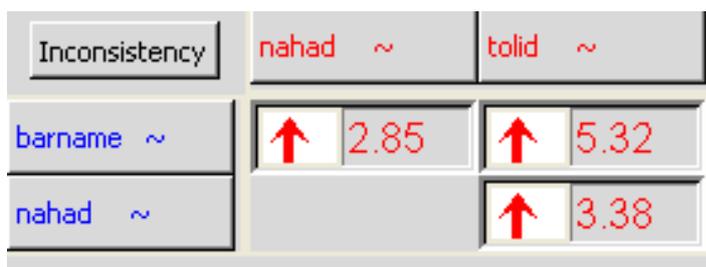


**Shape1.** Subsequent structure of standards and sub standards

Obtained results from calculating all questionnaires number 1 that was caused to determine relative value of each 3 main standards have been presented in table 5 and graph 2.

**Table 5.**matrix of dual comparisons of research indexes

Choosing strategy	Sub structures and producing factors	Strategic plan, management structure, local and international competitions	Supportive and related institutions and industries
Sub structures and producing factors	1	5.32	3.38
Strategic plan, management structure, local and international competitions		1	2.85
Supportive and related institutions and industries			1

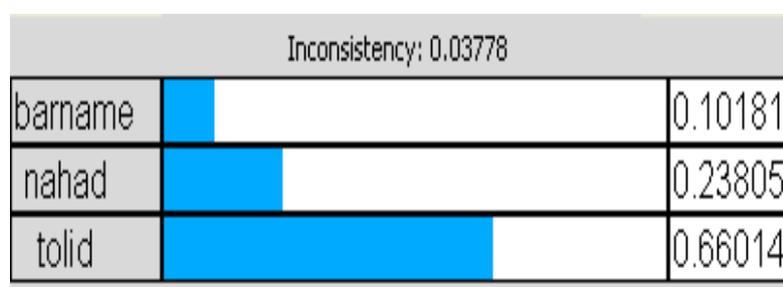


**Shape 2.** Matrix of dual comparisons in Super Decision software

After creating model in Super Decision software and inserting matrix of dual comparisons, values of main standards were obtained as we've indicated in following. In shape 4-2 rating key factors of supply chain successfulness based on combination of methods of deciding by using Analyzing Network Program (ANP) via Super Decision software has been shown.

As you can see in shape 2, **sub structures and producing factors** index with relative value 0.66 has the most importance and **strategic plan, management structure and local and international competitions** index is in the last place with relative value 0.101.

**The inconsistency rate of dual comparisons is 0.37 that is unacceptable because it is less than 0.10.**



**Shape 3.** Rating indexes of choosing strategy via Super Decision software

**Table 6.** relative values of main standards

row	Main standards	Relative value	rating
1	Sub structures and producing factors	0.66	First
2	Strategic plan, management structure, local and international competitions	0.101	Third
3	Supportive and related institutions and industries	0.238	Second

Obtained results from calculating all questionnaires number 2 that was caused to determine relative value of each 7 main standards have been presented in table 6 and graph 3.

**Table 7.** matrix of dual comparisons of sub structures and producing factors

sub structures and producing factors	Accessibi lity to investing and financial resources	Researchi ng facilities	Transporti ng facilities	Accessibilit y to initial resources	Personnel's specialty and skill	Develope d technolo gies	Developed sub structures
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Accessibility to investing and financial resources	1	5	6.88	3.11	2	6.17	4
Researching facilities		1	3	3	4.32	2.1	2
Transporting facilities			1	5	5.99	3	4.18
Accessibility to initial resources				1	2	4.32	2
Personnel's specialty and skill					1	5	3.08
Developed technologies						1	3
Developed sub structures							1

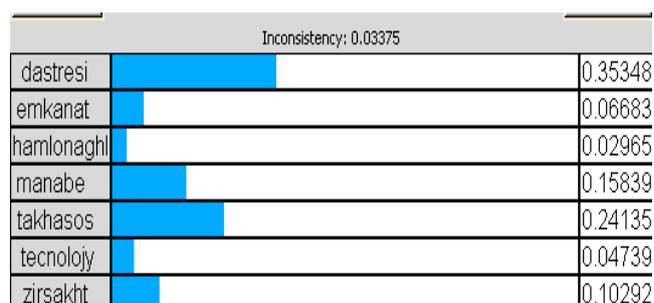
Inconsistency	enkanat ~	hamlonagh ~	manabe ~	talhasos ~	tecnoloji ~	zirsakht ~
dstresi ~	← 5	← 6.88	← 3.11	← 2	← 6.17	← 4
enkanat ~		← 3	↑ 3.0000	↑ 4.32	← 2.1	↑ 2
hamlonagh ~			↑ 5	↑ 5.9999	↑ 3.0000	↑ 4.18
manabe ~				↑ 2	← 4.32	← 2
talhasos ~					← 5	← 3.08
tecnoloji ~						↑ 3.0000

**Shape 4.** Matrix of dual comparisons of sub structures and producing factors in Super Decision software

After creating model in Super Decision software and inserting matrix of dual comparisons, values of standards were obtained as we've indicated in following. In shape 4-4 rating sub standards of sub structures and producing factors based on combination of methods of deciding by using Analyzing Network Program (ANP) via Super Decision software has been shown.

As you can see in shape 4, **accessibility to investing and financial** index with relative value 0.35 has the most importance and **Transporting facilities** index is in the last place with relative value 0.029.

**The inconsistency rate of dual comparisons is 0.033 that is unacceptable because it is less than 0.10.**



Shape 3. Rating indexes of sub structures and producing factors via Super Decision software

Table 8. relative values of sub structures and producing factors

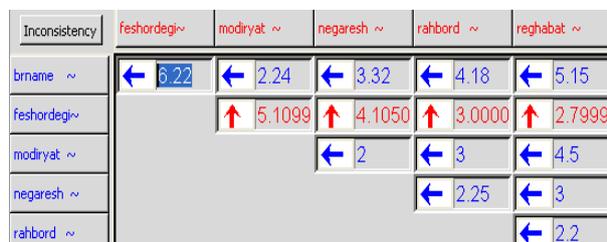
row	Sub standards	Relative value	rating
1	Personnel's specialty and skill	0.24	2
2	Researching facilities	0.066	5
3	Accessibility to investing and financial resources	0.35	1
4	Developed sub structures	0.102	4
5	Developed technologies	0.047	6
6	Accessibility to initial resources	0.158	3
7	Transporting facilities	0.29	7

Dual comparison of each indicator has been presented in table 8 and shape 4 according to strategic plan, management structure and local and international competitions index.

Table 9. matrix of dual comparisons of researching indicators according to strategic plan, management structure and local and international competition index.

strategic plan, management structure and local and international competition	Strategic schematization of small and medium industries	close competition all around the country	Managin g manner and skills	Manager's positive view for manufacturi ng competitive productions	Strategic approach of related institutions	Close international competition
Strategic						

schematization of small and medium industries	1	6.22	2.24	3.32	4.18	5.15
Disrupted competition all around the country		1	5.1	4.1	3	2.79
Managing manner and skills			1	2	3	4.5
Manager's positive view for manufacturing competitive productions				1	2.25	3
Strategic approach of related institutions					1	2.2
Close international competition						1



**Shape 5.**matrix of dual comparisons of researching indicators according to strategic plan, management structure and local and international competition index in Super Decision software

As you can see in shape 5, **Strategic schematization of small and medium industries** index with relative value 0.39 has the most importance and **close competition all around the country** index is in the last place with relative value 0.039.

**The inconsistency rate of dual comparisons is 0.033 that is unacceptable because it is less than 0.10.**

Inconsistency: 0.03317		
brname		0.39548
feshordegi		0.03948
modiryat		0.24537
negaresh		0.15715
rahbord		0.09750
reghabat		0.06502

Inconsistency: 0.03317		
Schematization		0.39548
Close		0.3948
Management		0.24537
View		0.15715
Approach		0.09750
Competition		0.06502

**Shape 6.** Rating strategic plan, management structure and local and international competition index via Super Decision software

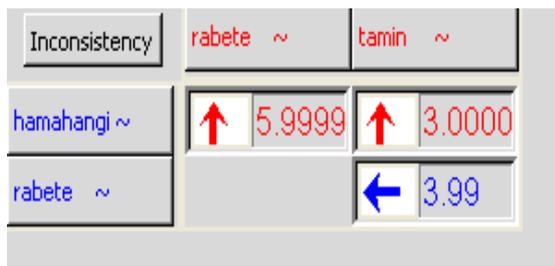
**Table 10.** Rating strategic plan, management structure and local and international competition index

row	Main standards	Relative value	rating
1	Strategic approach of related institutions	0.097	4
2	close competition all around the country	0.039	6
3	Strategic Schematization for small and medium industries	0.395	1
4	Managing manner and skills	0.245	2
5	close international competition	0.065	5
6	Managers' positive view for manufacturing competitive productions	0.157	3

Dual comparison of each indicator has been presented in table 4-7 and shape 4-7 according to institutions and industries index.

**Table 11.** Matrix of dual comparisons of involved and supportive institutions and industries sub standards

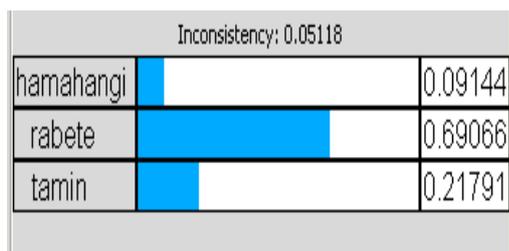
Involved and supportive institutions and industries	Appropriate relation in stuff supply chain	Coordination of involved systems in exporting	Supplying needful materials and pieces
Appropriate relation in stuff supply chain	1	5.99	3.99
Coordination of involved systems in exporting		1	3
Supplying needful materials and pieces			1



**Shape 7.**Matrix of dual comparisons of involved and supportive institutions and industries sub standards in Super Decision software

According to shape 4-8, **appropriate relation in stuff supply chain** with relative value 0.69 has the most importance and **coordination of involved systems in exporting** has the less importance with relative value 0.091.

**The inconsistency rate of dual comparisons is 0.05 that is unacceptable because it is less than 0.10.**



Inconsistency: 0.05118	
Coordination	0.09144
Relation	0.69066
Supplying	0.21791

**Shape 8.**Rating involved and supportive institutions and industries sub standards via Super Decision software

**Table 12.**Rating involved and supportive institutions and industries sub standards

row	Sub standards	Relative value	rating
1	Appropriate relation in stuff supply chain	0.69	1
2	Coordination of involved systems in exporting	0.091	3
3	Supplying needful materials and pieces	0.217	2

Final value of each one of sub standards in process of analyzing fuzzy subsequent is obtained by using coordinated average, compilation relative value and relative value of their main standards and sources. Obtained relative value for 16 sub standards in 3 main extents has been indicated in table 4-9. In addition graph 4-9 shows rating of all sub standards according to final calculated value. Rating evaluating sub standards and choosing suppliers in supply chain of case 9-4 and considering the graph, it shows that according to managers' viewpoints **appropriate relation in stuff supply chain with %16 value** has the first place among 16 identified sub standards. After this sub standard, sub standards **personnel's skill and specialty** with %0.24 value, **accessibility to initial materials** with 10.4, **developed sub structures** with %6.7 and **supplying needful materials and pieces** with %5.16 are in second to fifth places and have more importance rather than other sub standards.

Sub standards **close competition around the country** with %0.56, **close international competition** with %0.39, **developed technologies** with %0.047 and **accessibility to investing and financial resources** with %0.24 had the lowest ratings.

**Table 13.** Rating key factors of successfulness of stuff supply chain in National Iranian South Oil Company

standard	Relative value	Sub standards	Relative value	Final value percent
Subs structures and producing factors	0.66	Personnel's specialty and skills	0.24	% 15
		Researching facilities	0.066	%4.3
		Accessibility to investing and financial resources	0.35	%23
		Developed sub structures	0.102	%6.7
		Developed technologies	0.047	%0.31
		Accessibility to initial resources	0.158	%10.4
		Transporting resources	0.029	%1.91
Strategic plan, management structure, local and international competition	0.101	Strategic approach of involved institutions	0.097	%0.97
		Disrupted competition around the country	0.039	%0.65
		Strategic schematization of small and medium industries	0.395	%3.98
		Managing manner and skills	0.245	%2.47
		close international competition	0.065	%0.39
		Managers' positive view for competitive		

		productions	0.157	% 1.58
Supportive and involved institutions and industries	0.238	Appropriate relation in stuff supply chain	0.69	% 16.4
		Coordination of involved systems in supply chain	0.091	% 2.16
		Supplying needful materials and pieces	0.217	% 5.16



**Graph 9:** Rating key factors of successfulness of staff supply chain in National Iranian South Oil Company

**Deduction**

In this research after studying about supply chain and interviewing with some majored experts about key factors of successfulness, the conceptive model of research was extracted. Then models of secondary factors were determined for each main factor. A matrix was created for each pair of dual

comparison and was offered to 50 majored experts and scholars of stuff supply chain in National Iranian South Oil Company (NISOC) as questionnaires and 30 of them were answered. After collecting main and secondary factors were analyzed based on AHP method and importance coefficient of main and secondary factors were determined in addition to final importance coefficient. Rating of factors is as following:

**1. Appropriate relation in supply chain**

**2. Personnel's skills and specialty**

**3. Accessibility to initial resources**

**4. Developed sub structures**

**5. Supplying materials and pieces**

**6. Strategic schematization for small and medium industries**

7. Researching facilities

8. Managing manner and skills

9. Coordination of involved systems about supply chain

10. Transporting facilities

11. Managers' positive view for manufacturing competitive productions

12. Strategic approach of involved institutions

13. Close competition around the country (local competition)

14. Close international competition

15. Developed technologies

16. Accessibility to investing and financial sources

Among all factors, 6 ones were chosen as affective key factors of successfulness in National Iranian South Oil Company (NISOC): **appropriate relation in supply chain, personnel's skills and specialty, accessibility to initial resources, developed sub structures, supplying materials and pieces, strategic schematization for small and medium industries.**

In this part obtained results of rating factors have been presented and 6 first ones have been determined and analyzed as effective key factors. Managing relation has a significant effect on all aspects of supply chain and their performance level. In many cases, needful information system and technology for management activities are easily accessible and can be completed in a short while and be in charge. But many initial failures in supply chain were consequences of weakly reflecting expectations and happen as result of involved participants' behavior during supply chain. Besides, the most important factor in managing supply chain is reliable relation among benefactors of chain so as participants can have reciprocal reliability to capabilities and functions of each other. We can state it briefly that improving certainty and confidence among benefactors and advancing reliability for them is one of critical and important elements for achieving stable successfulness.

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