



John Snow, Inc.

Getting Products to People:

Supply Chain Evolution: Adapting a Commercial Sector Maturity Model to Build Integrated Public Health Supply Chains

Supply chain industry research shows that the best commercial sector supply chains evolve through stages of maturity and improved performance¹. Research on public health supply chains in developing countries illustrates that they also evolve through stages of maturity towards an integrated supply chain that links all people, information, and activities from the top-end (source of supply) to the bottom-end (customers seeking health services) of the supply chain².

Drawing on commercial and public health experience, the supply chain evolution framework can help countries determine their current level of maturity and make a plan to strengthen their operations to achieve and track progress along the evolutionary trajectory³.

Supply Chain Evolution Framework

To move from one stage to the next, countries need to undertake specific activities to organize, strengthen, and align the system.

Ad Hoc Phase

- No formal logistics roles and processes
- Fragmented efforts across actors, who have limited understanding of the supply chain

Organized Phase

- Standardized systems designed and implemented
- Logistics roles and processes defined and followed
- Sufficient resources mobilized

Integrated Phase

- People, functions, levels and entities linked under an interconnected organization
- Supply chain managers are empowered, using information to manage the system and align actors

Moving from Ad Hoc to Organized:

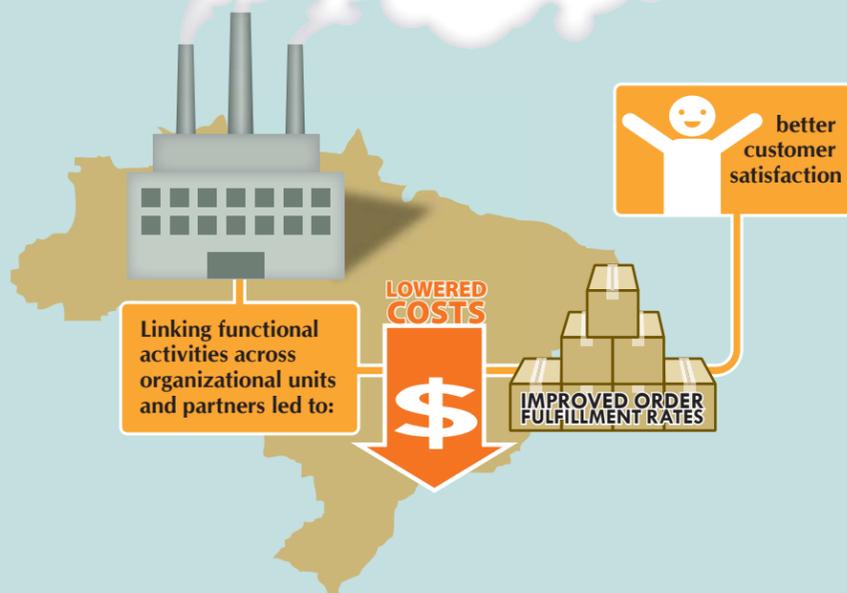
- Conduct system assessment, using process mapping, network optimization and costing analysis
- Undertake system design for functions and products using segmentation analysis
- Roll out logistics system by conducting training on developed SOPs and supervision guidelines
- Conduct regular quantification of commodity needs

Moving from Organized to Integrated:

- Establish logistics management units and technical working groups
- Professionalize supply chain managers
- Optimize performance with analysis and tools
- Strengthen automated processes for data collection and sharing
- Develop performance management indicators and incentives

Evolution yields improved supply chain performance in the commercial and public health sectors

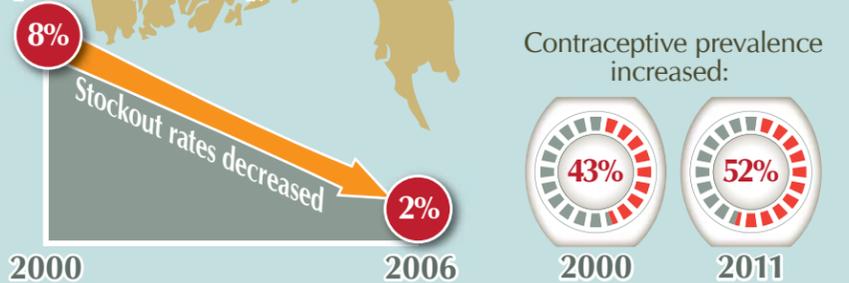
Brazilian companies demonstrate a **74%** correlation between supply chain maturity and performance.



Bangladesh invested in their public health supply chain through:



leading to greater integration, product availability, and use.



1 Lockamy III, Archie, and Kevin McCormack. 2004. "The Development of a Supply Chain Management Process Maturity Model Using the Concepts of Business Process Orientation." Supply Chain Management: An International Journal, vol. 9 no. 4: 272-8.

2 McCord, Joseph and Nadia Olson. 2011. Supply Chain Evolution: Introduction to a Framework for Supply Chain Strengthening of Developing Country Public Health Programs. Arlington, VA.: USAID | DELIVER PROJECT, Task Order 4.

3 John Snow, Inc. 2012. Getting Products to People: The JSI Framework for Integrated Supply Chain Management in Public Health. Arlington, VA.: John Snow, Inc.

4 McCormack, Kevin, Marcelo Bronzo Ladeira, Marcos Paulo Valadares de Oliveira. 2008. "Supply chain maturity and performance in Brazil." Supply Chain Management: An International Journal, Vol. 13, Iss 4: 272 – 282.

5 USAID | DELIVER PROJECT, Task Order 1. 2010. Delivering Family Planning One Village at a Time: 20 Years of Supply Chain Work in Bangladesh. Arlington, VA.: USAID | DELIVER PROJECT, Task Order 1.