

Performance Measurement in Humanitarian Logistics: A Stakeholder Approach

ABSTRACT

Purpose of this paper

The purpose of this research is to connect current literature on performance measurement in humanitarian logistics with stakeholder theory. This will provide a framework for a more customer focussed approach to performance in the humanitarian sector.

Design/methodology/approach

This is a conceptual paper that includes an extensive literature review on customers and performance measurement in commercial, non-profit and humanitarian supply chains.

Findings

While the beneficiaries are the customers of a humanitarian supply chain according to their very *raison d'être*, donors are the stakeholder group with the highest salience due to the greatest amount of power. Both groups have their own interests, creating a challenging environment for performance measurement. Standard business tools such as the balanced scorecard have to be adapted to this environment.

Research limitations/implications

This paper is conceptual and the proposed framework will have to be tested empirically.

Practical implications

The proposed framework can help humanitarian organisations focus their supply chain optimisations on the aspect of performance that are most relevant to their key customer groups.

What is original/value of paper

The research brings together the complexities of humanitarian supply chains with the increasing customer focus that can be seen in commercial service supply chains. Based on an assessment of stakeholder salience, the difference in key customer groups is analysed. The resulting framework provides indications for balancing their diverging needs.

Keywords

humanitarian logistics, supply chain management, stakeholder theory, customer focus, performance measurement

1. INTRODUCTION

The purpose of this research is to connect current literature on performance measurement in humanitarian logistics with stakeholder theory. This will provide a framework for a more customer focussed approach to performance in the humanitarian sector.

1-2 pages

2. FRAME OF REFERENCE

2-4 pages

3. RESEARCH METHODOLOGY

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2-4 pages

4. FINDINGS

While the beneficiaries are the customers of a humanitarian supply chain according to their very *raison d'être*, donors are the stakeholder group with the highest salience due to the greatest amount of power. Both groups have their own interests, creating a challenging environment for performance measurement. Standard business tools such as the balanced scorecard have to be adapted to this environment.

6-8 pages

5. DISCUSSION AND CONCLUSION

The proposed framework can help humanitarian organisations focus their supply chain optimisations on the aspect of performance that are most relevant to their key customer groups. The research brings together the complexities of humanitarian supply chains with the increasing customer focus that can be seen in commercial service supply chains. Based on an assessment of stakeholder salience, the difference in key customer groups is analysed. The resulting framework provides indications for balancing their diverging needs.

1-2 pages