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29.Title	Achieving Strategic Competitive Advantage through Supply Chain Excellence: Cases of Canadian Fast Food Outlets
Conference	Third National Conference on Management Science and Practice held from March 22 - 24, 2008 at IIM, Ahmedabad,
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Abstract	Competition in the Canadian fast food industry is increasing on all fronts (advertising, price, product proliferation, service, etc.). As a result, major players like Tim Horton's and McDonalds need to understand what is important to consumers and assess how they and their competitors are meeting those needs in the supply chain. In this paper, a performance system is proposed to assess the product-retail outlet-customer interface based on the integration of a number of concepts including customer service, relationship exchanges, competitive benchmarking, order winners (consumer preference perceptions), and portfolio analysis. Various performance matrices are constructed which indicate the importance level and service effectiveness for categories of service provided to retail outlets viz, the fast food joints operated by these two majors. These importance/ performance matrices provide a basis for supply chain intermediaries to develop marketing strategies for categories of retail outlets, as well as for design of store formats. Tim Horton's and McDonalds are the two fast food giants whose 52 outlets which have been studied, analyzed and compared in the Ontario region in Canada.