
Contents

1	Introduction: The Real Competition Will Be Between Supply Chains in the Future	1
1.1	The Competition of Supply Chains	1
	References	7
2	Strategic Importance of the Supply Chain	9
2.1	The Reference System of the Business	9
2.2	What Is a Supply Chain?	12
2.2.1	Meaning of Supply Chain	14
2.2.2	Types and Characteristics of Supply Chains	26
2.3	How Did Supply Chain Management Evolve?	30
2.3.1	From Logistics to Advanced Planning Systems	30
2.3.2	Value-Orientated Supply Chain Strategies	41
2.3.3	Integration vs. Fragmentation	43
2.4	Practical Examples: Consequences of Supply Chain Mismanagement	46
2.4.1	Lack of Adaptability at Lucent Technologies	47
2.4.2	Lack of Consideration Shown for the Interests of Supply Chain Partners at Cisco	48
2.4.3	Insufficient Responsiveness at Hewlett-Packard	50
	References	51
3	Planning, Management and Control of Processes in Procurement, Manufacturing, Warehousing and Logistics	55
3.1	Work, Material and Information Flows	55

3.2	Why and How Is Supply Chain Performance Measured?	61
3.2.1	Measurement of Cost and Performance of Supply Chains	61
3.2.2	Balanced Scorecard and Supply Chain Scorecard	66
3.3	What Is a Supply Chain Reference Model?	71
3.3.1	Origin and Evolution of the SCOR Model	74
3.3.2	Objectives and Structure of SCOR	76
3.3.3	Practical Application	82
3.4	Practical Examples: Analysis and Optimisation of Material Flows	85
3.4.1	Creating an Inventory of Existing Material Flows	86
3.4.2	Performing a Material Flow Bottleneck Analysis	91
3.4.3	Creating Cause and Effect Diagrams	93
3.4.4	Developing Concrete Improvement Proposals	95
	References	100
4	Innovative Concepts for Supply Chain Design and Optimisation	103
4.1	Flexible Business Processes Using Adaptive Supply Chains	103
4.1.1	Combining Planning, Procurement, Manufacturing and Distribution Processes into an Integrated Business Process	104
4.1.2	Practical Implementation of Adaptive Supply Networks	106
4.1.3	State-of-the-Art Solutions for Supply Chain Design Management	109
4.2	Business Process Optimisation in Supply Chain Management: Reducing Cost and Improving Quality	113
4.2.1	Business Process Reengineering vs. Continuous Improvement	114
4.2.2	Managing Change Successfully: Change Management and the Human Factor	118

4.3	The Supply Chain Integration Concept and Adaptive Businesses	122
4.4	Practical Examples: Application of Trendsetting Supply Chain Concepts	128
4.4.1	ASUG Study for Performance Benchmarking and Best Practices	129
4.4.2	Correlation Between Business Success and Performance Indicators	132
4.4.3	Adoption of Supply Chain Applications in Leading Businesses	137
	References	139
5	Conclusion: What Matters Is the Right Balance	143
5.1	The Winners in the Competition of Supply Chains . . .	143
	References	146
	Bibliography	147
	About the Author	157
	About the Series Editor	159



<http://www.springer.com/978-3-662-48513-2>

The Quintessence of Supply Chain Management
What You Really Need to Know to Manage Your
Processes in Procurement, Manufacturing,
Warehousing and Logistics

Poluha, R.G.

2016, XVIII, 159 p. 26 illus., 25 illus. in color., Hardcover

ISBN: 978-3-662-48513-2