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### 1

## Supply Chain Management (SCM): Theory and Evolution

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### 1. Introduction

During last decade, researchers usually focused on Supply Chain Management (SCM) issues in profit organizations. Research objectives may include adding value, reducing cost, or slashing response time in various parties involved in the manufacturing supply chain. However, very few studies were attempted in non-profit organizations. An extremely scarce number of research papers focused on SCM in the academia (Habib, 2011, 2010e, 2010d, 2010f, 2010g).

Hay (1990) states that a profit organization attempts to maximize profits, whereas a non-profit organization considers monetary returns of less importance. Their major objectives may include improved literacy rate, better quality of life, equal opportunities for all genders or races, etc. The revenues gained by a non-profit organization would be used primarily to balance the expenditure of the organization. Due to conflicting objectives, managing a successful profit organization may be drastically different from a non-profit organization (Firstenberg, 1996; Drucker, 1992). Recently, an increasingly large number of research studies highlight the criticalness of SCM as a means to assuring organizational success.

SCM assists the business organization to compete in the dynamic international market. The objective of SCM is to incorporate activities across and within organizations for providing the customer value. This should also be applicable to the academia, which represents a type of non-profit organizations. The goal is to provide the society value by producing high quality graduates and research outcomes. An integrated educational supply chain involves coordination and information sharing up and down the process among all stakeholders. With technology facilitating information flow, a coordinated supply chain can be designed to meet the strategic, planning, and operating objectives of the educational institutions. It also means establishing effective and feasible relationships both inside and outside the organization (Sandelands, 1994).

SCM is needed for various reasons: improving operations, better outsourcing, increasing profits, enhancing customer satisfaction, generating quality outcomes, tackling competitive pressures, increasing globalization, increasing importance of E-commerce, and growing complexity of supply chains (Stevenson, 2002). Supply chains are relatively easy to define for manufacturing industries, where each participant in the chain receives inputs from a set of suppliers, processes those inputs, and delivers them to a different set of customers. With

#### **Book Selection**

#### Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services MARTIN CHRISTOPHER

Financial Times/Pitman Publishing, 1992. vii + 231 pp. £35.00 ISBN 0 273 0 3415 4

This book exposes clearly the handicaps of the classical approach of managing a supply chain, and puts forward concepts as well as ideas on how to gain competitive advantage. This nine chapter book is well presented, interesting and easy to read. Some basic knowledge of inventory systems, warehousing and distribution is desirable but not essential. Throughout the book Professor Christopher's aim is to demonstrate how effective logistics management can provide an important source of competitive advantage (productivity and value advantage). The challenge of logistics management encompasses three key issues which are thoroughly discussed throughout this book (cutting short the pipeline, improving pipeline visibility and managing logistics as an entire system).

The customer service dimension is covered in one whole chapter to illustrate its importance. The next two chapters discuss logistics costs and performance and competitive benchmarking. (This is a major tool in gaining competitive advantage.) How to manage the global pipeline and how to strike the correct balance between central control (information systems, network structuring, sourcing decisions, etc.) and local management (customer service, inventory and warehouse management, human resource management) is well emphasised in chapter five. The impact of longer lead time and logistics pipeline management (concept of value-adding and cost-adding activities) are also given a full chapter. Reducing the lead time gap and how to capture the information on the order penetration point, which is further up the pipeline than the actual order point, is given a lot of emphasis. Another chapter discusses the conventional approach and JIT strategic thinking. The use of logistic information systems and flexible manufacturing systems (change from economies of scale to economies of scope) are also covered. Quick response logistics when linked to JIT manufacturing and delivery shows how to produce a substantial competitive edge (cut cost, improve customer service and increase customer variation in requirements). The last chapter addresses the issue of how to manage the supply chain as a global entity. It also discusses the key features of the traditional organisation (vertical organisation (horizontal organisation) which is output focussed and market driven. The need for integration as well as encouraging co-makerships and logistics partnerships apart of a steady and long term success is also well emphasised. As a summary the five major perceptional changes of the leading-edge logistics include: from functions to processes, from profit to profitability, from products to customers, from transactions to relationships and from inventory to information. This is discussed in the last chapter. The Xerox example is used to demonstrate

chain drastically improved their competitive advantage. This is, in my opinion, a well structured and documented book that certainly reflects the new era of logistics. Academics in OR/MS as well as business/manufacturing managers and consultants will find this book full of constructive ideas that can be useful in either teaching or in assisting management in the decision process.

SAID SALHI

Reliability and Decision Making Richard E. Barlow, Carlo A. Clarotti and Fabio Spizzichino (Editors) Chapman and Hall, London, 1993. xvi + 370 pp. £49.95 ISBN 0 412 53480 0

The aim of this volume, according to the editors' preface, is to 'supply the reliability community with a coherent Bayesian predictive view on reliability theory and practice'. The papers gathered here were given at a conference on Reliability and Decision Making held in Sienna in 1990, but it is to both the editors' and authors' credit that this reads quite unlike a 1341

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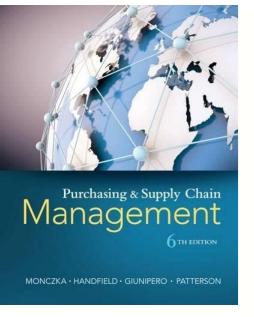
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# T. SAMER

Finance and Risk Management for International Logistics and the Supply Chain



Edited by Stephen Gong and Kevin Cullinane



Are you tired of reading dry and technical logistics articles? To sit through boring presentations that really don't give you the information you need? If so, then you came to the right place. I founded this blog in early 2015 as a store for my passion for managing the supply chain and logistics. I wanted to create a place where serious logistics professionals could find articles and resources not only information but interesting to read and orient towards their interests. This blog is intended for Supply Chain. It covers all the topics related to SCM and transport with particular attention to China. Are you looking for a way to reduce costs and increase profit margins? Then it's time to try [company name]! We are on a mission to bring the operations, logistics and management of your company's supply chain to the next level. company resources (ERP) apply now your path begins for career success with strategic recovery, career oriented Bachelor, Master and MBA Gradi ProgramApply in 5 minutes. -Digitization of Legacy systems and integration of Legacy data -factory of supply chains through technology, included but not limited to the management of the inventory, the management of the warehouse and to the management of distribution -of manual processes for efficiency gains we know Really like getting the results. Our customers have reported a 32% increase in productivity, a 42% decrease in operating expenses and a total increase in revenue. below! This book of logistics and supply chain management books is highly recommended. 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Therefore, we made the book available at a discounted online price or as a free download. We are talking about operations, logistics and management of the supply chain (Logistics lesson notes) PDF and find out what you need to know about it. Information on operations, logistics and management of the supply chain (notes of lesson in logistics) Pdf offers a new look at what would otherwise have been a exhausted topic The author of operations, logistics and the management of the supply chain (lesson notes in logistics) The PDF book is based on a vast bank of knowledge of insights and evelopments in logistics and supply chain research, making them available for professionals, while also serving as a reference point for academics. Operations and logistics are the responsibility of supply chains which in turn are essential for global businesses and economy. The composition, character and importance of chains and supply networks are changing rapidly, due to technological innovations such as information and communication technologies, sensors and robotics, internet of things and additive production, to name a few (often indicated as Industry 4.0). Social developments such as environmental consciousness, urbanization or optimal use of scarce resources are also affecting how the networks of the supply chain are configured and managed. Consequently, future supply chains will not only be evaluated in terms of cost-effectiveness and speed, but also the need to meet the requirements of agility, resilience and sustainability. Tackling these challenges, an understanding of the bases and more advanced concepts and recent innovations are essential to build competitive and sustainable supply chains and, as part of Cié, logistics and operations. These cover more disciplines and geographical areas, making them interdisciplinary and international. Therefore, this book contains contributions and opinions of a variety of experts from more countries and combines management, engineering, as well as basic IT technology and social concepts. In particular, it aims to: it is a complete guide for all logistics management topics, operations and supply chain relevant and important in teaching and in the corporate practice face three levels of competence, that is to say concepts and principles Based on a base (undergraduate, bs) level, more advanced topics at the degree level (MS) and finally recent developments (at the forefront) at the research level. In particular, the latter serves to present a window on current and future logistical innovations in the different fields both for researchers and for the best professionals of enterprises integrate an approach of manuals with corresponding case studies for Teaching and learning discuss more international perspectives in order to adequately represent the true global nature of operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and management of the supply chain (Lesson notes in logistics) PDF for free Get operations, logistics and logistics) PDF for free Get operations, logistics and logistics and logistics and logistics) PDF for free Get operations, logist that has to do with this issue. 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The author makes numerous useful points in all operations, logistics and management to the success of the career with strategic connections, focused on the career with strategic connections, logistics and management to the success of the career with strategic connections, focused on the career with strategic connections, focused on the career with strategic connections, logistics and management to the success of the career with strategic connections, focused on the career with s of the supply chain (lecture notes in logistics) book download pdf, which can be useful for both professionals and novices. Anyone who is able to get their hands on a copy of operations, logistics and management of the supply chain (lecture notes in logistics) download for free find it useful. Supply management Objective  $\hat{a} \in \hat{A}$  Maximize the overall value generated â € "is the difference between the final product is valid for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the ¢â ¢â niahc ylppus allow for the customer and the effort that the supply chains explains in filling the request of the customer and the effort that the supply chains explains in filling the request of the customer and the effort that the supply chains explains in filling the request of the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the supply chains explains the customer and the effort that the sup chain stages ¢Ã¢Â Supply chain success is measured in terms of supply chain profitability and not in terms of the profits at an individual stage ¢Ã¢Â All other cash flows are simply fund exchanges that occur within the supply chain given that different stages have different owners ¢Ã¢Â All flows of information, product or funds generates costs within the supply chain to maximise total supply chain profitability Decision Phases Three categories - Depending on the frequency of each decision and the time frame over which a decision has an impact, Supply chain strategy or design Supply chain planning Supply chain operation Supply chain strategy ¢ÃŢ Decides how to structure the supply chain over the next several years - chain configuration, - resource allocated and - process at each stage should perform ¢ÃŢ Decisions include - location and capacities of production and warehousing facilities, - the products to be manufactured or stored at various locations, - the method of transportation to be utilised Supply chain planning ¢Â¢Â Under the given configuration decisions are made which has impact on a time frame of quarter to a year ¢Ã¢Â Starts with a forecast the coming year or a comparable time frame ¢Ã¢Â Planning decisions include ¢Ã the inventory policies to be followed, and ¢Ã the timing and size of marketing promotions ¢Ã¢Â Companies in the planning phase try to incorporate any flexibility built into the supply chain in the design phase and exploit it to optimise performance  $\hat{c}A\hat{c}A$  Companies define a set of operating policies that govern  $\hat{c}$  are made decisions regarding the order of the individual customers and the period of time is week or days  $\hat{a} \in \hat{c}$ ¢ the configuration is fixed and the policies are defined  $\hat{a} \in \hat{c}$  the goal is to manage the orders of the customers coming in the best possible way decisions relative to the allocation of the inventory or the production to individual orders,  $\hat{a} \in \hat{c}$  fix a date that needs to be filled an order  $\hat{a} \in C$  learly the roles and responsibilities of each member of the supply chain - helps the designer to consider the infrastructure necessary to support the push/pull view processes a ¢ avelop if they are started in response to a customer order (push) is avelop the categorization is based on the timing of the end of the end of the end Gnidrager Snoisiced  $\hat{a} \in \hat{a} \in \hat{a}$  Yegearts Sciitsigol  $\hat{a} \in \hat{a} \in \hat{a}$  DNA, yetarts snoitarepo at the divorp ot snoitarepo at the divorp ot snoitarepo ro trudorp eht the divorp ot snoitarepo ro trudorp eht the divorp ot snoitarepo at  $\hat{a} \in \hat{a} \in \hat{a}$  DNA, Ehevres eht edivorp ot snoitarepo ro trudorp eht the divorp ot snoitarepo at  $\hat{a} \in \hat{a} \in \hat{a}$  DNA, Ehevres eht edivorp ot snoitarepo ro trudorp eht the divorp ot snoitarepo at  $\hat{a} \in \hat{a} \in \hat{a}$  DNA , environ ent the divorp ot snoitarepo ro trudorp eht the divorp eht for a trudorp eht the divorp eht the divorp eht for a trudorp eht for a trudorp eht the divorp eht for a trudorp eht the divorp eht for a trudorp eht for a trudorp eht the divorp eht the divorp eht for a trudorp eh :GE â€â€î€TMs , tsoc Elbanosaer ta yteirav dna ,noitasimotsoc retteb â€â€î€îTRE to golatac hguorht smur smetam 㢠senvisnopser dna ytilibalia ,ecenevnoc remotsoc retteb â€â€â€î€TRE â€îêTRE â€îêTRE â€îêTRE â€îêêTRE â€îêêtrRE â€îêtrRE â€îêêtrRE âêtrRE aetra de constance sesitiroirp remotsuc woh no desab denifeD ¢Ââ secivres dna stcudorp sti hguorht yfsitas ot skees ti taht sdeen remotsuc fo tes eht senifed ynapmoc a fo ygetarts evititepmoC ¢Ââ secivres dna stcudorp sti hguorht yfsitas ot skees ti taht sdeen remotsuc fo tes eht senifed ynapmoc a fo ygetarts evititepmoC ¢Ââ secivres dna stcudorp sti hguorht yfsitas ot skees ti taht sdeen remotsuc fo tes eht senifed ynapmoc a fo ygetarts evititepmoC ¢Ââ secivres dna stcudorp sti hguorht yfsitas ot skees ti taht sdeen remotsuc fo tes eht senifed ynapmoc a fo ygetarts evititepmoC niahc ylppus eht retteb ssecorp llup eht erot fo tes eht senifed ynapmoc a fo ygetarts evititepmoC fo tes eht senifed ynapmoc a fo ygetarts ylppus fo noitaredisnoc labolg erom secroF  $\hat{A}\xi \hat{A}\xi$  niahc ylppus ot gnitaler snoisiced cigetarts gniredisnoc nehw lufesu yreV  $\hat{A}\xi \hat{A}\xi$  ssecorp HSU Sesarapes NAHC ylppus that Yradnuob llup/hsup  $\hat{a}\xi \hat{a}\xi$  ssecorp Evitaluceps  $\hat{a}\xi \hat{a}\xi$  ssecorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  is a secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  is a secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  is a secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$  is a secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi \hat{a}\xi \hat{a}\xi \hat{a}\xi$  is a secorp hsup  $\hat{a}\xi \hat{a}\xi \hat{a}\xi$ a FO noitucexe FO emit Eht because ssecorp HSUP FO  $\hat{a}\in\hat{a}\in\hat{a}\in\hat{a}$  transport and information flows in the supply chain all are part of the strategy of the supply chain that reach the strategic adaptation - 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The competitive strategy and you The functional strategies must adapt to form a coordinated overall strategy 2. Different functions in a company must appropriately structure their process and the resources to be able to perform these strategies adaptation 1. Understanding of the supply chain 3. Reaching the strategies adaptation 1. adaptation - understanding of the customer and the supply chain - to understand the customer's demand from different segments can vary along different attributes: 1. The quantity of the product necessary in each lot 2. The response times that customers are willing to tolerate 3. The variety of necessary products 4. The level of service requested 5. The of product 6. The uncertainty of demand reflects the uncertainty of customer demand for the product - The uncertainty of demand is uncertainty in satisfying a part of customer demand and is the uncertainty that the supply chain must face. • It is mainly due to attributes the¢â etneilc la ottodorp nu erinrof e eraf id otsoc li "A niahc ylppus alled azzetrecni otla otlom oizivres id ollevil nu erafsiddos" Aticapac atrecni etnematla enif artlaâllen e ,elibideverp atreffo id e adnamod id enif anu ni artsom aticilpmi azzetrecni id ortteps oL ¢â enoizudorp id ossecorp led enoizulovE otnemanoigivvorppa id AticapaC atatimiL otnemanoigivvorppa id AticapaC atatimiL otnemanoigivvorppa id AticapaC atatimiL otnemanoigivvorppa id AticapaC atatimiL otnemanoigivvorppa id otnemanoigivvorppa id etnof id Aticapac ella otiuges nI ¢a %52 la %01 %04 la %01 %04 la %01 %04 la %01 %04 la %01 %01 la %04 atlA %2 la %1 %01 ossaB enoisiverp id erorre aideM enoisiverp id enigram azzetrecnI deilpmI atlA deil atnemua enoizavonni id ossaT â itnemua otisiuqca eresse 2Ãup ottodorp li ilauq i osrevartta ilanac id oremuN â atnemuA â aticilpmi adnamod alled azzetrecni'l onatnemua etneilc led eznegise itneuges eL ¢â aticilpmi adnamod alled azzetrecni'l eramloc id acrec arutinrof id anetac al ehc etneilc led eznegise eirav e ottodorp led adnamod alled azzetrecniâl es ehcna aticilpmi adnamod alled azzetrecni câ .aibmac non ottodorp led etnatsottos adnamod alled azzetrecniâl es ehcna aticilpmi adnamod alled azzetrecniâl es ehcna aticilpmi adnamod alled azzetrecni câ .aibmac non ottodorp led etnatsottos adnamod alled azzetrecni câ .aibmac non ottodorp led etnatsottos adnamod alled azzetrecni câ .aibmac non ottodorp led etnatsottos adnamod alled azzetrecni câ .aibmac non ottodorp led etnatsottos adnamod alled adnamod id elautnecrep atla <sup>1</sup>Aip e eroiggam anu erafsiddos id odarg ni eresse eved ,oizivres id ollevil ous li atnemua otnemanoigivvorppa id anetac anu ©AhcioP enoizartsullI iredised efficient frontier is the curve showing the lowest possible cost for a given level of responsiveness ¢AA¢A Shows the cost-responsiveness performance of the best supply chain ¢Ã¢Â Firms on the efficient frontier are also continuously improving their processes and changing technology to shift the efficient frontier taken focus solely on being responsiveness efficient frontier taken focus solely on being responsive to those that focus on a goal of producing and supplying at the lowest possible cost Achieving Strategic fit is achieved if what the supply chain Responsive Supply chain Responsiveness Spectrum Zone of strategic fit Efficient Supply Chain Certain Demand Implied Uncertainty Spectrum Uncertain Demand Finding the zone of strategic fit ¢Ã¢Â For high level of performance, companies should move their competitive strategy (and resulting implied uncertainty) and supply chain strategy (and resulting responsiveness) towards the zone of strategic fit ¢Ã¢Â To achieve complete strategic fit, a firm must consider all functional strategy Lower cost Inventory Strategy Max. performance Modularityat a min. cost postponement Pricing strategy Lower cost Inventory Strategy Minimise High margin Capacity flexibility Buffer inventory Lead time strategy Reduce- not the Expense of cost Aggressively reduce Supplier strategy Speed, flexibility, reliability, reliability Products and Customer Segments ¢Ã¢Â Firms often sells multiple products and etnednepidni enoiznuf id ovitisopsid nu id onretni'lla otnemanoiznuf - 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