

Index

A

Adaptive collaboration, 160
Adversarial collaboration, 91
Agile, 59, 60, 69
Agile strategy, 59, 60
Architecture, 67, 119
Arm's-length, 15, 89
Artificial intelligence (AI), 193, 194
Assemble-to-order (ATO), 60, 69, 71
Asset frontier, 41, 96, 98, 184–186, 196, 211
Available-to-promise (ATP), 138

B

Base information, 64, 65, 111, 112, 114, 115, 118, 122, 124, 141, 156, 197, 198
Base-pivot-function model, 181, 182
Bow tie approach, 91, 97
Bullwhip effect, 121, 141
Business meetings, 28, 29, 85–87, 111, 115, 117, 167
Business performance, 46, 89
Business process, 24, 25, 79, 160, 193, 195, 221, 222
Business process re-engineering (BPR), 193
Business strategy, 23, 160, 161, 164, 170, 174, 198, 219

C

Capabilities, 9, 11, 12, 17, 52, 57, 63, 70, 75, 77, 80, 101, 125, 135, 145, 147, 148, 155, 157, 162, 164, 171, 182–184, 186, 203, 219
Cash flow from operations (CFO), 40, 46
Category captain, 67
Change management, 195, 199

Collaboration, 14, 16, 20, 79, 80, 87, 89–91, 94, 96, 97, 104, 105, 120, 134, 139–141, 147, 148, 157, 160–162, 174, 175, 192, 213, 224, 232
Collaborative event management, 114
Collaborative planning, forecasting, and replenishment (CPFR), 153, 158, 160–162, 164
Collaborative process management, 160
Collaborative transaction management, 87
Company system, 117
Competitive strategy, 23
Computer-aided design (CAD), 72, 73, 76
Configure-to-order (CTO), 60, 69, 71, 175
Confrontation, 190, 202, 204, 217, 225
Confusion, 190, 192, 203, 204, 218, 229
Contingency theory, 19, 20
Continuous replenishment programs (CRP), 87, 88, 98, 160
Control center organization, 154, 162, 215
Coordination by mutual adjustment, 82, 87, 97, 98, 104, 105, 112, 115, 118, 119, 121, 122, 125, 127, 133, 134, 140, 141, 147, 148, 156, 164, 174–176
Coordination by plan, 82, 87, 98, 104, 105, 112, 115, 119, 121, 127, 133, 134, 140, 141, 147, 148, 156, 159, 160, 174, 175
Coordination by standardization, 82, 88, 97, 112, 127, 156, 174
Corporate strategy, 23, 195
Could-based computing, 193
Customer relationship management, 92
Customer service level, 21, 39, 44, 46, 47, 110, 113, 121, 123, 129, 158, 160, 182

- Customized products, 64–66, 68–70, 109, 122–127, 129, 146–148, 153, 157–159, 162
- Customized relationship, 95, 98, 104–106, 113, 114, 126, 129, 140, 147, 157–159, 162, 163, 173, 175
- D**
- Decision coordination, 34, 80, 82, 85, 87, 88, 97, 98, 104, 105, 115, 118, 123, 124, 127, 129, 133, 159, 160
- Decoupling point, 62, 69, 159, 162
- Definite order, 30, 56, 62, 86, 102, 104, 105, 121, 126, 159, 170, 175
- Delayed dyeing, 74
- Delivery dependability, 45
- Demand fluctuation factors, 64, 67, 111, 114, 115, 125, 126
- Demand forecasting, 6, 63, 79–85, 97, 102, 104, 105, 109–112, 116, 118, 123, 127, 129, 133, 140, 141, 147, 153, 155, 162, 164, 174, 175, 197, 198, 206, 208–211
- Demand management, 25, 80, 154, 164
- Demand-supply matching, 30, 63, 66, 67, 79, 80, 82, 100, 104, 105, 109, 110, 112, 116, 118, 130, 131, 138–140, 145, 147, 148, 153, 155, 162, 164, 166, 174, 197, 198, 211
- Demand uncertainty, 21, 22, 26, 59–61, 63, 66, 67, 70, 71, 73–75, 77, 79, 81–84, 87, 105, 109–112, 115–118, 121, 125–127, 138, 141, 153, 155, 164, 172
- Design-to-order (DTO), 64, 122, 158
- Diamond approach, 91, 126
- Divisional organization, 117
- Domain knowledge, 213
- Dynamic capabilities, 189, 199, 200, 203
- E**
- Efficiency, 20, 21, 39, 41, 44, 47, 48, 50, 57, 59–66, 69–71, 75, 77, 79, 81–83, 85–88, 93–99, 102, 104, 109–113, 115, 123, 127, 132, 134, 135, 141, 146, 153, 156, 157, 159, 164, 170, 172, 176, 181, 182, 196, 197, 203, 219
- Efficiency-and responsiveness-oriented strategy, 66
- Efficiency-oriented supply chain strategy, 39, 44, 63
- Electronic data interchange (EDI), 27, 86, 145, 147, 148, 168, 194
- Enterprise resource planning (ERP), 27, 81, 194
- Environmental uncertainty, 21
- Expected order, 28–30, 33, 34, 56, 62, 64, 65, 70, 86, 87, 98, 101, 102, 104, 105, 111, 112, 114, 115, 117, 118, 121, 122, 124, 126, 131–134, 137, 141, 147, 156, 159, 166, 174, 197, 198
- External environment, 19–22, 59, 69, 82, 99, 130, 135, 143, 157, 166, 201, 203, 211
- External structure, 15, 23, 79, 89, 90, 93, 98, 129, 162
- External supply chain, 3, 4, 11, 25, 26, 187
- F**
- Financial performance, 26, 46
- Firm performance, 39, 45, 46, 156, 161
- Firm-specific information, 104, 115, 121, 122, 126, 127, 134, 135, 140, 141, 147, 148, 159, 160, 174–176, 198
- Focal organization, 3, 5–7
- Forecast error, 84, 123, 209
- Formal forecasting, 81, 84, 111, 125, 192, 218
- Formalized information, 82, 87, 97, 98, 104, 112, 115, 118, 121, 126, 127, 133, 134, 140, 141, 147, 148, 156, 159, 174–176
- Form postponement, 155, 164
- Functional organization, 82, 83, 97, 110, 116, 123, 127, 133, 215
- Functional organization integrating logistics function, 102
- Functional strategy, 23
- Function-specific information, 104, 112, 118, 124, 133, 140, 141, 147, 156, 174
- G**
- Gemba, 118, 195, 232, 233
- Global positioning system (GPS), 68, 194
- H**
- High-innovation mass-produced products, 63, 64, 66, 70, 71, 109, 115, 118, 119, 121, 122, 126, 127, 129, 140, 141, 159, 160
- Horizontal process, 24
- Hybrid strategy, 59, 60, 66, 69–71, 153, 156, 157, 159, 160, 162, 164, 176, 221
- I**
- Information and communication technology (ICT), 27, 186, 187, 193, 211
- Information sharing, 15, 16, 20, 34, 80–82, 85–88, 92, 97, 104, 105, 111, 114, 115, 123, 124, 127, 129, 141, 147, 148, 156, 159, 160, 168, 171, 172, 174–176, 186, 232
- Ingenuity, 61, 66, 72, 77, 153, 155, 163, 164, 172, 219

- Integral architecture, 119
- Integrated line organization, 116, 117, 133, 147, 153, 162, 203, 215
- Interaction, 27, 73, 79, 80, 89, 91, 96, 101, 104, 110, 118, 119, 121, 133, 139, 161, 170, 175
- Internal structure, 23, 27, 97, 102, 105, 109, 116, 123, 127, 132, 134, 140, 147, 162, 174, 175, 215
- Internal supply chain, 3, 4, 27, 82, 100, 130, 138, 144, 166
- Internet of things (IoT), 15, 193, 194
- Intuitive forecasting, 80, 84
- Inventory level-to-order fill rate trade-off, 43, 48, 181
- Inventory-operational cost trade-off, 47
- Inventory turnover period, 41–43, 85, 141, 171, 175, 219
- J**
- Just-in-time (JIT), 52, 57, 68, 109, 148, 185
- K**
- Kanban, 52
- Keiretsu, 66, 89, 90
- Key performance indicator (KPI), 40, 45, 85, 141, 175, 202, 203, 219, 223, 232
- L**
- Labor cost per product, 39
- Labor productivity, 39
- Lead time, 31, 33, 39, 43, 44, 46–49, 56, 63, 69, 73, 120, 129, 131, 134, 146, 155, 157, 167, 181
- Lead time from receiving order to delivery, 28, 44, 126, 153
- Lean/agile (Leagile), 59, 60, 69
- Lean strategy, 60, 62, 71, 83, 110
- Line department, 118, 195, 216, 218, 220, 221
- Logistics, 3, 4, 19–21, 23, 30, 33, 39–42, 44–47, 57, 63, 67, 70–72, 74, 75, 79, 83–87, 91, 96–98, 100, 102, 105, 110, 111, 116, 118, 123, 124, 127, 130, 132, 133, 135, 138, 140, 141, 144, 147, 148, 158, 160, 166, 167, 170, 172, 174, 206, 208, 209, 212, 223, 224, 232
- Logistics cost-to-sales ratio, 40–42
- Low-innovation mass-produced products, 63, 64, 70, 109, 110, 112–116, 118, 121, 127, 129, 132, 134
- M**
- Make-to-order (MTO), 44, 67
- Make-to-stock (MTS), 60, 65, 67, 71, 79, 85, 88, 95, 96, 114, 122, 158, 159, 162
- Manufacturing cost-to-sales ratio, 40, 41
- Market transaction, 89–92, 94, 96, 97, 104, 105, 114, 120, 133, 134, 147, 148, 157, 162, 174, 176
- Mass customization, 67
- Materials requirements planning (MRP), 30
- Mean absolute percentage error (MAPE), 84, 210
- Modular architecture, 119, 155, 164
- Multiple sourcing, 11, 93, 97, 119
- O**
- On-time delivery rate, 45, 157
- Operating frontier, 184, 186, 196, 211
- Operating income-to-management capital ratio, 46
- Operational costs-to-delivery lead time trade-off, 48
- Operational performance, 26, 27, 39, 45, 46, 60, 120, 148, 161, 186, 203, 220
- Order fill rate, 43, 45, 48, 63, 69, 110, 115, 132, 157, 181, 203, 219
- Order receipt, 44, 85, 129, 134, 146
- Organizational capabilities, 66, 80, 85, 200
- Organizational change, 189–191, 194, 195, 199
- Organizational slack, 218
- Ownership, 30, 89, 105
- P**
- Partnership, 12, 14–17, 89, 90, 94, 96–98, 104, 112–114, 121, 125, 126, 129, 134, 140, 141, 147, 148, 153, 157–162, 164, 175
- Performance trade-offs, 19, 21, 26, 141, 181, 184–187, 197, 206, 211
- Point-of-sales (POS), 6, 87, 115, 121, 122, 139, 141, 194
- Postponement, 64, 153, 155, 164, 224
- Principle of postponement-speculation, 63, 64
- Process, 10, 12, 15, 16, 19, 20, 22, 24–27, 30, 31, 33, 34, 40, 42, 43, 46, 47, 50, 53–55, 57, 62–67, 69, 71–77, 79, 80, 82, 85–87, 90, 98, 97, 100–103, 105, 109, 111–115, 117–119, 121, 124, 126–129, 136, 139, 141–149, 153–156, 160–164, 167, 171, 172, 174, 176, 181, 183, 186, 187, 189–198, 200–204, 206, 208, 211–213, 215–225, 229, 232, 233

- Process change theory, 193, 196, 199, 217
 Process improvement, 186, 194, 195, 199
 Process innovation, 24, 27, 186, 193–195, 199, 217
 Process integration, 16, 25, 141
 Process staff organization, 117, 118, 129, 140, 141, 153, 154, 162, 174, 203, 215
 Procurement, 3, 4, 11, 19, 20, 23, 28–30, 33, 44, 52, 53, 65, 70, 72, 73, 91, 93, 94, 96, 97, 101, 104, 112, 116, 130, 133, 135, 138–140, 147, 157, 168, 172, 174, 206, 208, 212
 Product architecture, 119, 120
 Product characteristics, 22, 59, 61, 99, 130, 135, 143, 157, 166
 Production, 3, 4, 7–12, 14–17, 19–21, 23, 28–31, 33, 39, 40, 43, 44, 47, 53–57, 60, 62–70, 72, 74, 79, 80, 82–87, 89, 91, 95–97, 100, 102, 104, 110, 111, 113, 114, 116–119, 122–127, 129–135, 138–140, 144–147, 154, 156–162, 165–168, 170–172, 174, 175, 184, 185, 197, 206, 208–210, 212, 216, 218, 221–224, 228, 229
 Production-sales-inventory (PSI), 138–140, 142, 174
- Q**
- Quick response (QR), 110, 119
- R**
- Radio frequency identification (RFID), 27, 194
 Raw material cost per product, 39
 Raw material productivity, 40
 Recession, 190, 192, 194, 203, 204, 219, 232
 Repeated practice, 203
 Resistance, 115, 118, 190, 195, 199, 202, 204, 217, 225
 Resourced-based view, 66, 182, 200
 Resources, 10, 23–25, 27, 28, 80, 164, 182–186, 196, 200, 217, 218
 Responsiveness, 39, 44, 47, 48, 50, 59–61, 63–66, 68, 70, 71, 74, 77, 109, 110, 112–115, 118, 120, 121, 123, 125, 127–129, 132, 134, 140, 141, 146–148, 153, 156, 157, 159, 160, 164, 170–172, 176, 181, 182, 193, 196, 197, 203, 219
 Responsiveness-oriented supply chain strategy, 44
 Robotic process automation (RPA), 193, 194
- S**
- Safety stock, 41, 44, 48, 87
 Sales, 3–13, 15, 19, 20, 22, 23, 28–30, 33, 40–44, 46, 50–52, 54, 56, 60–62, 64, 66–69, 71–77, 79–81, 83–85, 87, 88, 91, 94–97, 99, 100, 102, 104, 105, 110–119, 121–126, 129–135, 138–141, 143–145, 147, 153, 155–159, 161, 162, 165–167, 170–172, 174, 175, 197, 198, 204, 206–210, 212, 216, 221–224, 228, 232
 Sales and operations planning (S&OP), 60, 80, 153–156, 161, 164, 165
 Sales force automation (SFA), 111, 197, 198
 SCM staff, 102, 116, 124, 129, 147, 198, 200, 203, 204, 215, 221
 SCM steering department, 144, 204, 215, 216, 218–221, 225–229, 233
 Single sourcing, 10, 17, 93, 97
 Specialized staff, 216–221
 Specialty-store retailer of private-label apparel (SPA), 12, 73–75
 Speculation, 63
 Standardized relationship, 95–98, 105, 113, 157, 173, 175
 Stock keeping units (SKU), 61, 83, 97, 109, 110, 122, 123, 166, 174
 Strategic staff, 216, 217, 219, 221
 Strategy, 11, 19, 20, 22, 23, 26–28, 39, 49, 59–64, 66, 70, 71, 75, 77, 79, 83, 85, 87, 94, 96–99, 109, 110, 112, 113, 115, 118, 119, 121, 124–127, 129, 139, 144, 153, 155–158, 160–162, 164, 174, 181, 189, 197
 Strategy-structure-process-performance (SSPP) framework, 19–21, 27, 39, 98, 129
 Structure, 3, 7, 19, 20, 22, 23, 26, 27, 62, 65, 71, 75, 79, 82, 91, 93–99, 103–105, 109, 112–115, 119, 121, 122, 125–129, 136, 142, 149, 153, 154, 157, 159, 160, 162–164, 172, 176, 181, 189, 190, 191, 213, 215, 217, 222, 224–226, 228, 230
 Supplier relationship management, 92, 162
 Supply base, 69, 93, 94, 97, 104, 105, 112, 119–121, 125, 129, 131, 133, 134, 147, 156, 162, 174, 176
 Supply chain, 3–8, 10, 11, 19–21, 23, 25–28, 33, 39, 45–47, 49, 57, 59–62, 64, 65, 68–72, 75–77, 79–83, 85–87, 93–98, 101, 102, 104, 110–115, 118, 119, 121, 127, 128, 130–132, 134, 139–141, 145, 147, 148, 153, 154, 159, 160, 163, 164, 168, 170–172, 175, 181, 186, 196, 198, 200–204, 211, 212, 218, 219, 221, 222, 224

- Supply chain management (SCM), 3, 19–23, 26, 27, 29, 30, 33, 39, 40, 45–47, 60, 61, 64, 71, 79, 81–83, 90, 102, 116, 123–125, 129–133, 138–141, 144, 145, 147, 153, 154, 162, 164, 166, 174, 175, 181, 186, 187, 197, 198, 201, 203, 204, 215–226, 228–230, 232, 233
- Supply chain operations reference model (SCOR), 198, 199
- Supply chain planning (SCP), 27, 80, 81, 197, 198
- Supply chain process, 25, 27, 28, 33, 72, 75–77, 80, 86, 171, 172, 186, 189, 196, 198–202, 204, 211, 218, 220, 221, 232
- Supply chain process change, 40, 187, 189, 196, 198–201, 203, 204, 212, 215–217, 220
- Supply chain risk management (SCRM), 26
- Supply constraint factors, 127, 134
- Supply functions, 4
- Supply-related functions, 3, 4
- Supply uncertainty, 105
- T**
- Theory of performance frontiers, 181, 184, 186, 196, 204, 211
- Three-dimensional (3D) printing, 193, 194
- Transition state, 189, 190, 192, 203, 218, 219
- U**
- Uncertainty, 21, 26, 82, 189, 190, 217, 228
- V**
- Vendor-managed inventory (VMI), 30, 66, 87, 88, 98, 160
- Vertical integration, 16, 74, 89
- Vertical process, 24