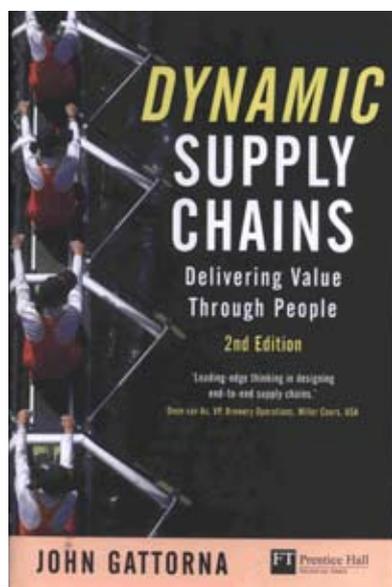


Dynamic Supply Chains

Delivering Value through People

Four years ago I reviewed 'Living Supply Chains', the forerunner to this book. Now author John Gattorna has decided to change the title in the new edition to 'Dynamic Supply Chains'.



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TITLE:

Dynamic Supply Chains

SUBTITLE:

Delivering Value Through People

AUTHOR:

John Gattorna

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THE REASON IS THAT he is of the opinion that the new title better makes the point that in supply chains we are dealing with people everywhere in the form of customers, consumers, end-users, suppliers and third parties. Terminology in supply chain management remains controversial as we are searching for more meaningful terms and Gattorna admits he is heading towards 'value networks' in future, as that probably describes the end-game most appropriately.

Gattorna starts the book with a profound statement that supply chain design and operations are fundamentally flawed. We have largely ignored special needs and wants of customers and we need to develop a new business model for enterprise chains and networks of these chains, based on what customers want. In fact, we need a change in mindset from functional specialisation to the notion that the principles and practices embodied in supply chain and value networks thinking, should become a philosophy that permeates the enterprise, owned and contributed by all functions.

I am of the opinion that sourcing and procurement are logistics functions that should be managed as part of supply chain management and it is great to read that Gattorna suggests that sourcing/procurement should be re-connected to the integrated supply chain. Another interesting comment is that for too long, there has been an unhealthy preoccupation with infrastructure and asset utilisation, driven mainly by the obsessive desire to cut costs. Even today, many executives see logistics and supply

chain management as areas for cost cutting. Yet it is impossible to grow a company by continually cutting costs.

Traditionally, supply chains were seen as a 50/50 mix of infrastructure and information system technology, but Gattorna feels that people play a very important role and that the mix should rather be 45/45/10 – human behaviour, systems technology and asset infrastructure. He continues the argument about the importance of people and suggests that we should "watch the customer, not the competitor".

Organisation design is important but Gattorna is of the opinion that an 'ordinary' strategy well implemented is better than a 'brilliant' strategy poorly implemented. He regards confusing terminology and inappropriate organisation design as the two factors that have most inhibited the development of logistics and supply chain management over the past 45 years.

Similar to the first edition, he suggests and discusses some generic supply chain types:

- Continuous replenishment supply chain: Predictable demand, easily managed through tight collaboration with customers. Focus on retention of customer relationships.
- Lean supply chain: Demand predictable (for example from historic off-take) but the loose relationship does not necessitate an extreme service level. Focus on efficiency.
- Agile supply chain: Unplanned or unforeseen demand, and a sometimes loose relationship with customers – almost always demands