

an agile response at higher cost-to-serve. Focus on the service-cost equation.

- Fully flexible supply chain: Respond opportunistically and manage yield. Focus on providing creative solutions at a premium price.

This last type is further split between a business event strategy in an entrepreneurial environment and a humanitarian response strategy in an emergency environment.

Gattorna spends ample time in various chapters on each of the supply chain types while admitting that in real life, pure examples of particular business models or supply chain types seldom exist. The answer lies in hybrid models that combine as example, collaborative and lean characteristics, but he cautions against mixing 'oil and water'.

The real driver of successful supply chains consists according to Gattorna of vital levers: organisation design; positioning of individuals within the structure; processes; IT systems; S&OP process; internal communication

styles; job design; KPIs and their corresponding incentives; training and development; role modelling; recruitment and leadership style.

There is much more to say about this excellent work but suffice it to conclude with an updated list of strategic issues facing supply chains of the future:

- Sustainability in supply chains in the light of pressures for ecological, social and corporate responsibility
- Impact of oil prices on cost-to-serve
- Future practice of outsourcing, in all its different forms
- Wider adoption of supply chain 'principles' by service organisations
- Vulnerability of contemporary supply chains to sudden disruptions
- Rise of genuine collaboration in enterprise supply chains
- Tapping the talent inside and outside enterprises
- Learning to design and manage multiple organisation formats
- Coping with national, regional and global spread of supply chain networks
- Adoption of the whole-of-enterprise

mindset in managing supply chain operations

- Collaborating with 'the enemy'
- Innovation (all forms), product design and product life-cycles
- Learning to manage inherent complexity in supply chains
- Impact of pricing regimes on supply chain performance
- Financial links in enterprise supply chains
- Role of knowledge management in developing intelligent supply chains
- Developing a subculture of continuous improvement in enterprise supply chains.

I found this book particularly useful as we are currently developing a new supply chain management strategy and the concepts that Gattorna explains, fit the different supply chains in World Vision perfectly. This is probably Gattorna's best book and clearly reflects his experience and wisdom developed over many years. Indeed it's a book that you should not only have, but read as well! •



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