

Reinventing the Supply Chain Life Cycle: Strategies and Methods for Analysis and Decision Making (FT Press Operations Management)

By Marc J. Schniederjans, Stephen B. LeGrand

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Optimize supply chains throughout their entire lifecycle: creation, growth, maturity, and decline! Reflecting up-to-the-minute "in-the-trenches" experience and pioneering research, this book illuminates the complex transformational processes associated with managing complex supply chains that incorporate multiple products and services within ever-changing networks. Marc J. Schniederjans and Stephen B. Legrand walk you through: starting, creating, and building new supply chains; then, realigning those supply chains for growth, adjusting to dynamic change, readjusting networks, building flexibility, and managing new supply chain risks. Next, they offer practical, realistic guidance for realigning "mature" supply chains, innovating, controlling costs; and smoothly managing declining demand. Throughout, they offer invaluable insights and tools for negotiating, measuring performance, anticipating change, improving agility and flexibility, meeting commitments to social responsibility and the law; and much more. Based on the authors' up-to-the minute supply chain experience and pioneering academic research, *Reinventing the Supply Chain Life Cycle* contains many real-world examples and interviews with executives from some of the world’s top organizations. It integrates content related to key certifications and offers valuable material that can be incorporated directly into existing supply chain practices, procedures, and policies.

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Editorial Review

From the Back Cover

“Reinventing the Supply Chain Life Cycle, *is designed for both supply chain executives and college students. This book is eminently readable and is a valuable addition to supply chain management literature. The book draws on the experience of SC Managers to paint a picture of what the future holds and how the field of supply chain management is likely to develop. The book should prove to be an excellent reference work for practitioners and a text book for students of supply chain management. This book and its companion workbook are important additions to supply chain management reference works.”*
- Ram Narasimhan, University Distinguished Professor & John H. McConnell Endowed Professor Past President, DSI Fellow, PPBA, Michigan State University “

"A ‘real world’ approach to supply chain design by a true practitioner.”
- Rodney C. Lee, President & COO, Bay City Electric Works

“One of the best ‘top down’ supply chain manuals I have read. Provides a strategy for companies throughout the entire life cycle of the products they manufacture. I appreciated the ethical and sustainable aspects of establishing a modern supply chain. Defining the staff skill sets required was an interesting read.”
- Harley Peterson, Sr. Manager of Supply Chain, Regal Beloit Corp.

Supply chains, like the products and services they deliver, have life cycles. However, supply chain life cycles are more complex than those of individual products and services. Supply chain life cycling is a complex transformational process that incorporates multiple products and services within ever-changing networks. This is the first book that systematically addresses every stage of the supply chain life cycle through its initial introduction, growth, maturity, and decline. Leading supply chain innovators and researchers Marc J. Schniederjans and Stephen B. LeGrand walk you through starting, creating, and building new supply chains; realigning throughout the product/service life cycle; optimizing flexibility and managing changing risks; discontinuing supplier relationships, and much more. They also present invaluable first-person interviews with top supply chain executives at world-class organizations, including Coca-Cola, Home Depot, and Office Depot.

Today’s globe-spanning, multi-product supply chains have their own life cycles: they must be constantly reinvigorated and reinvented to remain functioning, alive, and purposeful. Now, two leading experts introduce high-value life cycle approaches to managing these complex supply chains and controlling their evolution.

The authors begin with crucial foundational material related to strategy, design, staffing, alignment, negotiation, outsourcing, social/ ethical/legal considerations, sustainability, risk, and cost. These topics are integrated into a running “novelette” that illuminates these interconnected challenges from the perspective of a working Vice President of Operations and supply chain team. The authors present interviews with seven highly respected supply chain executives, representing outstanding manufacturing and service organizations of all sizes. These interviews, combined with many real-world examples, make this book indispensable for everyone who wants to optimize a complex supply chain.

Includes new interviews with these exceptional supply chain leaders:

Mike Orr, Genuine Parts Company
Mark Holifield, The Home Depot
Yadi Kamelian, Lincoln Industries
Eddie Capel, Manhattan Associates
Ron Robinson, LI-COR Biosciences
James Chris Gaffney, The Coca-Cola Company
Brent Beabout, Office Depot

About the Author

Marc J. Schniederjans is the C. Wheaton Battey Distinguished Professor of Business in the College of Business Administration at the University of Nebraska-Lincoln and has served on the faculty of three other universities. Professor Schniederjans is a Fellow of the *Decision Sciences Institute* (DSI). His prior business experience includes owning and operating his own truck-leasing business. He is currently a member of the *Institute of Supply Management*(ISM), the *Council of Supply Chain Management Professionals* (CSCMP), the *Production and Operations Management Society* (POMS), and *Decision Sciences Institute* (DSI). Professor Schniederjans has taught extensively in operations management and management science. He has won numerous teaching awards and is an honorary member of the Golden Key Honor Society and Alpha Kappa Psi business honor society. He has published more than 100 journal articles and has authored or coauthored 18 books in the field of management. He has also presented more than 100 research papers at academic meetings. Professor Schniederjans is serving on numerous journal editorial review boards, including the *Journal of Operations Management* and *Production and Operations Management*, as well as on advisory boards. He is serving as an area editor for the journal *Operations Management Research* and is an associate editor for three other journals. Professor Schniederjans has also served as a consultant and trainer to a variety of business and government agencies, such as Dow North America, Ralston Purina Corporation, and the Ontario Hydro Electro Corporation.

Stephen B. LeGrand is the Vice President of Global Operations for the Irrigation Division of Valmont Industries, Inc. Valmont is the global leader in designing and manufacturing poles, towers, and structures for lighting and traffic, wireless communication, and utility markets and is a provider of protective coating services. Valmont also leads the world in mechanized irrigation equipment for agriculture, enhancing food production while conserving and protecting natural water resources. Stephen is responsible for operations of the division’s mechanized irrigation product lines, with manufacturing in the United States, Spain, Dubai, Brazil, China, and South Africa, and with warehousing operations in Australia, Mexico, and Russia. He has been an operations professional for more than 25 years, with experience in M&A, managing manufacturing, supply chain management, and the recruitment and development of international professionals. Before joining Valmont, he served as the Director of Worldwide Operations for the Power Systems Division of the Kohler Company, where he led global operations in Singapore, China, France, India, and the United States. Stephen has a strong background in lean manufacturing, Six Sigma (DMAIC), supply chain management, quality, manufacturing engineering, production, customer service, and safety. Before joining Kohler Power Systems, he served as Operations Manager, Production and Inventory Control Manager, and Scheduling Manager for divisions of Newell Rubbermaid, gaining experience in acquisitions while helping manage operations in Mexico, Canada, the United States, United Kingdom, and France within the retail and B2B industries. Prior to his eight-year association with Newell Rubbermaid, Stephen’s experience included 11 years in the defense electronics industry for Rockwell International and Hughes Aircraft companies, where he held positions in engineering, production, materials, and quality, producing radar systems for military aircraft (F-18, F-14, and F-15) and manufacturing *global positioning systems* (GPS) for handheld, vehicle, and missile (SLAM, TLAM) applications. He holds a Masters of Business Administration (MBA) degree

from the University of Iowa in operations and earned a Bachelor of Science (BS) degree in industrial technology from the University of Northern Iowa. In addition, he has certification in Integrated Supply Chain Management from the University of Tennessee, *Certified in Production and Inventory Management* (CPIM) certification from the *American Production & Inventory Control Society* (APICS) and certification in technology from the *Society of Manufacturing Engineering* (SME).

Users Review

From reader reviews:

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Sean Martinez:

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