

## **Book Review:**

# **Supply Chain Management: Strategy, Planning and Operation**

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### ***Book Information***

**Book Title:** Supply Chain Management: Strategy, Planning and Operation

**Author:** Sunil Chopra and Peter Meindl

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## **BOOK REVIEW**

Supply chain management is growing both as a research subject and as a crucial field of importance in companies. In order to obtain sustainable supply chain success, well managed long-term relationships among the supply chain partners turn out to be indispensable. This book reflects the rapid change that has taken place within the supply chain and its environment. This new edition has been updated with recent changes in concepts, technology and practice. The book gives an insightful overview of the conceptual foundations of the supply chain, as well as current examples of best practice of managing supply chains.

The author's extensive subject competence developed through the many years in the academic world in conjunction with practical experience shines brightly. They demonstrate how supply chain design, planning and operation are connected to business logistics. Chopra and Meindl display how understanding supply chain management can be a competitive advantage, whereas weakness in the supply chain can damage the performance of a firm. The authors recognise that there is 'no one fits all template' and provide a more individualised approach that is specific to organisations operating in standard environments. The books objectives are threefold;

- Firstly, to allow readers learn the strategic importance of good supply chain design, planning and operation for every firm.
- Secondly, how these drivers may be used on a conceptual and practical level during supply chain design, planning and operation to improve performance.
- Finally, an understanding of the requirements for understanding the analytic methodologies for supply chain analysis.

The book begins by discussing the basic foundation required for an integrated supply chain management and company strategy to survive and flourish. Such a framework helps clarify supply chains goals and identify managerial actions that improve supply chain performance.

The second section discusses a set of frameworks and tools used to design supply chain networks. Supply chain drivers – facilities, transportation, inventory, information, sourcing and pricing - are examined to support the competitive strategy of a firm and maximize supply chain profits.

The third section examines the approaches and tools to explain the significance of demand and supply planning in a supply chain. Planning allows a supply chain manager to be proactive and manage demand and supply to ensure that profits are maximised.

The fourth section discusses tools and strategy to describe the role that inventory plays in a supply chain and discusses actions that managers can take to decrease inventories without increasing cost or hurting the level of product availability. The tools offer a more balanced approach to cost, quality, and delivery and encompass a larger portion of the total supply chain management discipline.

The fifth section deals with the supply chain driver of transportation, the strengths and weaknesses of various models of transportation and different options for designing transportation networks. Trade-offs among transportation cost, and responsiveness are considered when designing a supply chain.

The final section integrates the broader supply chain elements, such as sourcing strategies, the role of pricing and revenue management, the impact of information technology on the success of a supply chain, and coordination in a supply chain.

Although this book is written more for MBA students, the flow of this book should be well-received by those who are not at post-graduate level. One of the purposes of this book is to create an understanding between the various logistics activities and to show how business logistics is connected to the overall strategy of a company. Some descriptions are on a more general level, while others look more closely at special logistics activities as part of a supply chain.

The sections that are most well developed are the ones on inventory management and cross-functional drivers in the supply chain, where examples can be found that were directly applicable to situations encountered in a retail environment. In general, the majority of quantitative formulae are presented in an unnecessarily over complicated fashion.

Focusing on the supply chain on a strategic, conceptual and analytical perspective, this book covers the activities of the organisation involved in the flow of products, services, finances, and information from initial suppliers through ultimate users. Throughout, the book emphasises how managers can best accomplish supply chain tasks and responsibilities. Key concepts are illustrated with case studies that lead readers through the various processes that need to be covered in building and managing the supply chain.