

Supply Chain Management: The Next Steps

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Overview

The preceding chapters have detailed The Global Supply Chain Forum (GSCF) process-based framework of supply chain management, described the partnership model which can be used to tailor key relationships, and presented a method for developing a performance measurement system to identify opportunities to improve profitability and to align objectives across firms in the supply chain. In this chapter, we provide additional insights on how to implement supply chain management. An alternative process-based supply chain management framework (Supply-Chain Operations Reference - SCOR) is compared and contrasted with the GSCF framework. Our goal is to provide management with an understanding of the strengths and weaknesses of both frameworks in order to determine which can bring the most value to their organization. Also, managerial guidelines for implementing the GSCF framework are detailed. These include an assessment tool for each of the eight processes to assist with the implementation of the GSCF framework and a model for facilitating the required organizational transformation.

Introduction

Given that a supply chain is the network of companies, or independent business units, from original supplier to end-users, management of this network is a broad and challenging task. As detailed in the previous chapters of this book, managers who desire to implement a relationship-oriented supply chain management framework need to focus on implementing cross-functional business processes. The GSCF processes provide the structure to manage the relationships with key members of the supply chain.

The focus of this chapter is to highlight considerations for managers who want to implement the supply chain management processes. The GSCF framework is compared to another supply chain management framework, SCOR, which also prescribes the implementation of business processes. While many authors have recognized the importance of implementing processes, these two frameworks

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