

Online Library Competitive  
Supply Chains A Value Based  
Management Perspective

# **Competitive Supply Chains A Value Based Management Perspective**

Economic, technological, and  
political shifts as well as

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changing business strategies have driven firms to unbundle production processes and disperse them across countries. Thanks to these changes, developing countries can now increase their

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participation in global value chains (GVCs) and thus become more competitive in agriculture, manufacturing and services. This is a paradigm shift from the 20th century when countries had to build

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the entire supply chain  
domestically to become  
competitive internationally.  
For policymakers, the focus is  
on boosting domestic value  
added and improving access  
to resources and technology

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while advancing development goals. However, participating in global value chains does not automatically improve living standards and social conditions in a country. This requires not only improving

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the quality and quantity of  
production factors and  
redressing market failures, but  
also engineering equitable  
distributions of opportunities  
and outcomes - including  
employment, wages, work

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conditions, economic rights, gender equality, economic security, and protecting the environment. The internationalization of production processes helps with very few of these

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development challenges.

Following this perspective,  
Making Global Value Chains  
Work for Development offers a  
strategic framework, analytical  
tools, and policy options to  
address this challenge. The



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book conceptualizes GVCs and makes it easier for policymakers and practitioners to discuss them and their implications for development. It shows why GVCs require fresh thinking; it

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serves as a repository of analytical tools; and it proposes a strategic framework to guide policymakers in identifying the key objectives of GVC participation and in selecting

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suitable economic strategies  
to achieve them.

Deliver unprecedented  
customer value and seize your  
competitive edge with a  
transformative digital supply  
network Digital tech has

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disrupted life and business as we know it, and supply chain management is no exception. But how exactly does digital transformation affect your business? What are the breakthrough technologies

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and their capabilities you need to know about? How will digital transformation impact skills requirements and work in general? Do you need to completely revamp your understanding of supply chain

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management? And most importantly: How do you get started? Digital Supply Networks provides clear answers to these and many other questions. Written by an experienced team comprised

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of Deloitte consultants and leading problem-driven scholars from a premier research university, this expert guide leads you through the process of improving operations building

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supply networks, increasing revenue, reimagining business models, and providing added value to customers, stakeholders, and society.

You'll learn everything you need to know about: Stages of



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development, roles,  
capabilities, and the benefits  
of DSN Big data analytics  
including its attributes,  
security, and authority  
Machine learning, Artificial  
Intelligence, Blockchain,

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robotics, and the Internet of  
Things Synchronized  
planning, intelligent supply,  
and digital product  
development Vision,  
attributes, technology, and  
benefits of smart

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manufacturing, dynamic  
logistics, and fulfillment A  
playbook to guide the digital  
transformation journey  
Drawing from real world-  
experience and problem-  
driven academic research, the

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authors provide an in-depth account of the transformation to digitally connected supply networks. They discuss the limitations of traditional supply chains and the underlying capabilities and

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potential of digitally-enabled supply flows. The chapters burst with expert insights and real-life use cases grounded in tomorrow's industry needs. Success in today's hyper-competitive, fast-paced

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business landscape,  
characterized by the risk of  
black swan events, such as  
the 2020 COVID-19 global  
pandemic, requires the  
reimagination and the  
digitalization of complex

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demand-supply systems, more collaborative and connected processes, and smarter, more dynamic data-driven decision making?which can only be achieved through a fully integrated Digital Supply

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Network.

THE PRACTICAL, EASY  
INTRODUCTION TO MODERN  
SUPPLY CHAIN/LOGISTICS  
MANAGEMENT FOR EVERY  
PROFESSIONAL AND  
STUDENT! COVERS CORE



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CONCEPTS, PLANNING,  
OPERATIONS, INTEGRATION,  
COLLABORATION, NETWORK  
DESIGN, AND MORE SHOWS  
HOW TO MEASURE,  
CONTROL, AND IMPROVE  
ANY SUPPLY CHAIN

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INCLUDES PRACTICAL  
ADVICE FOR JUMPSTARTING  
YOUR OWN SUPPLY CHAIN  
CAREER This easy guide  
introduces the modern field of  
supply chain and logistics  
management, explains why it

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is central to business success, shows how its pieces fit together, and presents best practices you can use wherever you work. Myerson explains key concepts, tools, and applications in clear,

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simple language, with intuitive examples that make sense to any student or professional.

He covers the entire field: from planning through operations, integration and collaboration through measurement, control,

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and improvement. You'll find practical insights on hot-button issues ranging from sustainability to the lean-agile supply chain. Myerson concludes by helping you anticipate key emerging

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trends--so you can advance more quickly in your own career. Trillions of dollars are spent every year on supply chains and logistics. Supply chain management is one of the fastest growing areas of

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business, and salaries are rising alongside demand. Now, there's an easy, practical introduction to the entire field: a source of reliable knowledge and best practices for students and professionals

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alike. Paul A. Myerson teaches you all you'll need to start or move forward in your own supply chain career. Writing in plain English, he covers all the planning and management tasks needed to transform



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resources into finished products and services, and deliver them efficiently to customers. Using practical examples, Myerson reviews the integration, collaboration, and technology issues that are

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essential to success in today's complex supply chains. You'll learn how to measure your supply chain's performance, make it more agile and sustainable, and focus it on what matters most: adding

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customer value. MASTER  
NUTS-AND-BOLTS  
OPERATIONAL BEST  
PRACTICES Improve  
procurement, transportation,  
warehousing, ordering,  
reverse logistics, and more

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BUILD A BETTER GLOBAL  
SUPPLY CHAIN Manage new  
risks as you improve  
sustainability STRENGTHEN  
KEY LINKAGES WITH YOUR  
PARTNERS AND CUSTOMERS  
Get supply chains right by

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getting collaboration right

PREVIEW THE FUTURE OF

SUPPLY CHAINS--AND YOUR

SUPPLY CHAIN CAREER

Discover "where the puck is  
headed"--so you can get there  
first

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Fierce competition,  
globalisation and the  
permanent liberalisation of  
markets have changed the  
face of supply chains and  
operations drastically.  
Companies, which want to

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survive in a hostile environment, must establish the optimum combination of supply and operations. This book provides a holistic and practical approach to operations management 4.0

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and supply management 4.0. It combines operations and supply best practices across the value chain. It explains comprehensively, how these new paradigms enable companies to concentrate on



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value-adding activities and processes to achieve a long-term sustainable and competitive advantage. The book contains a variety of best practices, industry examples and case studies. Focusing on

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best-in-class examples, the book offers the ideal guide for any enterprise in operations and supply in order to achieve a competitive advantage across all business functions focusing on value-adding

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activities.

Fundamentals of Supply Chain  
Management  
Strategic Supply Chain

Strategic Procurement  
Methods and Applications for

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Planning, Operations,  
Integration, Control and  
Improvement, and Network  
Design  
Supply Chain Management:  
Issues in the New Era of  
Collaboration and Competition

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## Strategic Supply Chain Management

This book emphasizes three key messages; value, alignment and sustainability. The authors believe that SCM is a value

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enabler with strategic decisions in supply chain design. The text also argues that economic incentives should be designed to ensure the much needed alignment and supply chain design should be viewed as a

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dynamic process.

It's time to flip  
conventional thinking and  
view your supply chain as  
more than just a means to  
cut cost. They are the key  
to outperforming the  
competition!

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Most organizations,  
regardless of industry,  
spend more money on  
suppliers than they do on  
employing their staff.  
Written for the non-  
procurement expert,  
Strategic Procurement



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explores the 'why' and 'what' of good procurement rather than the 'how.' It explains why you should focus your efforts on this previously neglected area of business and rich rewards, where P&L impact is

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relatively painless and immediate, where benefit to cost ratios of 10 to 1 are realistic ambitions and in-year payback is possible. It covers all the aspects of strategic procurement, including The role of the

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executive and the  
organization in procurement;  
Primary and secondary supply  
chains; Cost reduction  
techniques Making yourself  
important to suppliers;  
Sustaining procurement  
improvement; Keeping

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procurement on the business  
agenda Showing you how to  
cut costs without harming  
your business and the  
importance of recognizing  
supplier relationship  
management, Strategic  
Procurement offers real

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understanding of the true worth of procurement in the boardroom.

One of the most critical issues facing supply chain managers in today's globalized and highly uncertain business

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environments is how to deal proactively with disruptions that might affect the complicated supply networks characterizing modern enterprises. Supply Chain Disruptions: Theory and Practice of Managing Risk

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presents a state-of-the-art  
perspective on this  
particular issue. Supply  
Chain Disruptions: Theory  
and Practice of Managing  
Risk demonstrates that  
effective management of  
supply disruptions

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necessitates both strategic and tactical measures – the former involving optimal design of supply networks; the latter involving inventory, finance and demand management. It shows that managers ought to use



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all available levers at  
their disposal throughout  
the supply network – like  
sourcing and pricing  
strategies, providing  
financial subsidies,  
encouraging information  
sharing and incentive

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alignment between supply chain partners – in order to tackle supply disruptions. The editors combine up-to-date academic research with the latest operational risk management practices used in industry to demonstrate how

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theoreticians and practitioners can learn from each other. As well as providing a wealth of knowledge for students and professors who are interested in pursuing research or teaching courses

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in the rapidly growing area of supply chain risk management, Supply Chain Disruptions: Theory and Practice of Managing Risk also acts as a ready reference for practitioners who are interested in

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understanding the  
theoretical underpinnings of  
effective supply disruption  
management techniques.  
Delivering Customer Value  
Through Procurement and  
Strategic Sourcing  
Twelve Drivers of

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Competitive Advantage  
Building Competitive  
Advantage In Fluid And  
Complex Environments  
Total Value Optimization  
Managing Supply Chain  
Networks  
Supply Chain and Logistics

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Management Made Easy  
Introduction to Supply Chain  
Management Technologies,  
Second Edition

"Value nets are digital  
powerhouses that fuel business  
results."-From the Foreword by

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Adrian Slywotzky If you have ever ordered a computer over the Internet and been amazed that a product built to your exact specifications could arrive at your door within days, or if your business's competition is suddenly



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gaining share by delivering custom-designed merchandise faster and more reliably than you can, you need to read Value Nets.

Enlightened managers around the world are learning that the supply chain can be a bountiful source of

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profitable growth, increased market share, and shareholder value.

Value Nets: Breaking the Supply Chain to Unlock Hidden Profits shows you how to release the value hidden in supply chain operations through new digital networked

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solutions. Value Nets introduces you to a new form of business design built around superb supply chain performance in the e-commerce world. This design enables any company to do far more with the supply chain than

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simply control costs. It provides a basis for true differentiation in the marketplace and gives you the power to deliver first-rate service and customized products to customers in ways that delight them and keep them coming back for

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more. Using numerous powerful case studies and examples from companies that have adopted value net design-Gateway, Cisco Systems, Cemex, Biogen, Zara, and dozens more-the authors demonstrate how value nets bridge

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the gap between the executive culture of strategy and business reinvention and the operational world of procurement, manufacturing, and logistics. They introduce the new concept of value nets and offer compelling evidence

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of their outstanding results. They also explain the five elements of value net creation, supplying specific examples from companies that have built value nets and showing how the new design helped these companies achieve

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superior profitability and customer satisfaction. Complete with an appendix that helps you think through the applicability of value nets to your company, Value Nets delivers everything you need to understand and implement this



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remarkable new business design. It captures the creativity of today's most effective business model and puts its power where it will do the most good-right in the palm of your hand. As one of the world's premier corporate strategy firms, MERCER

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**MANAGEMENT CONSULTING**

helps leading enterprises achieve sustained shareholder value growth through the development and implementation of customer-focused business designs. Mercer's thought leadership on the topic of

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value growth is evident in four agenda-setting books published in the past four years: Profit Patterns, The Profit Zone, Value Migration, and Grow to Be Great. The firm serves clients from twenty offices in the Americas, Europe, and

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Asia." Value Nets exposes the supply chain for what it really is--a strategic differentiator. Reading about the success of Apple Computer, Zara, et al., will convince you that the time to take action is now!"-H. Lee Scott, President and

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CEO, Wal-Mart Stores, Inc. "Our experience is proof that the ideas presented in Value Nets work. Agile, networked operations help us deliver superb service to our customers and drive shareholder value as well."-James Mullen,

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President and COO, Biogen, Inc.

"Value Nets takes supply chain management to the next frontier. CEOs will find it extremely helpful in their quest to provide better service and reduce cost by meeting unique customer requirements."-William

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"Gus" Pagonis, Retired Lt. Gen.,  
U.S. Army Executive Vice President  
of Logistics, Sears, Roebuck and  
Company "Value Nets brings new  
concepts and a road map for  
competitive advantage to  
businesses in Latin America and

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other global markets where  
traditional supply chain thinking  
controls business design."-Julio A.  
Barea, President and CEO, Sara  
Lee Branded Apparel, Latin  
America Group  
Agile, strategic supply chain



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management is a key competitive necessity in today's no-room-for-error business arena. And few organizations have acquired more knowledge—and demonstrated better results—than the team at global management consultancy

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Pittiglio, Rabin, Todd, and McGrath (PRTM). In the breakthrough reference Strategic Supply Chain Management, two of PRTM's leading consultants in this practice explain everything that corporate decision-makers need to know to

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create value and competitive advantage from their supply chains. E-logistics serves as the nerve system for the whole supply chain and enables smooth information flow within and between organizations. This contributed

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book focuses on the strategic role of e-logistics in today's dynamic global environment. In E-Logistics international experts from both academia and industry examine how competitiveness and productivity in transport, logistics

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and supply chain management can be improved using e-logistics systems and technologies. A variety of successful e-logistics business approaches are discussed covering a range of commercial sectors and transport modes.

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Separate chapters consider e-logistics developments for air freight; rail freight; road freight; sea transport and port systems.

Subsequent chapters address in depth support systems for B2C and B2B e-commerce and e-fulfilment,

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warehouse management, RFID, electronic marketplaces, global supply network visibility, and service chain automation. Industry case studies are used to support the discussion. The book also investigates emerging technologies

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in e-logistics and considers what the future might hold in this rapidly changing and developing field.

**BREAKTHROUGH BEST  
PRACTICES IN GLOBAL SUPPLY  
CHAIN MANAGEMENT FROM  
WORLD-CLASS PRACTITIONERS**



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For all supply chain decision-makers, professionals, and students  
Improve financial and operational performance  
Manage risk and ensure continuity  
Drive value through deeper integration  
Optimize logistics cost and

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customer responsiveness Hire and develop world-class talent This book brings together advanced supply chain practices that yield significant, enduring business advantage. It reflects extensive collaboration between industry

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pioneers and The University of Tennessee Global Supply Chain Institute (GSCI), a leading source of best practice knowledge for global supply chain management. Building on GSCI's deep industry partnerships, this book's techniques

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take you far beyond the past decade's advances. You'll find new approaches to managing risk, integration, talent, distribution, purchasing, logistics, and more—all extensively vetted by leading executives. The authors fully

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explain each technique; its rationale, advantages, and challenges; and how pioneering organizations have implemented it. The world will look radically different in five years. If you want your supply chain to deliver

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competitive advantage tomorrow, you need to prepare today. This book shows you what to do, and how to get there. In recent years, practically everyone's supply chain has become more sophisticated. To gain competitive advantage from

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your supply chain in the future, you'll have to do even more. The Supply Chain Game Changers identifies powerful new ways to drive value in complex global supply chains, shows how pioneers are succeeding with these

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innovations, and helps you make them work in your environment.

The authors first discuss ten trends impacting global supply chains today, and preview emerging drivers of change through 2025. Reflecting these changes, they



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share new best practices for managing global supply chains, evolving supply networks, and accounting for economics, politics, infrastructure, and competence. Next, the authors drill down to offer detailed guidance on several crucial

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aspects of supply chain management. You'll discover new ways to identify, prioritize, and mitigate risk; balance cost and customer responsiveness through advanced distribution centers; integrate purchasing and logistics

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more effectively; and attract and develop world-class talent. The book concludes with the authors' Top Ten actions for creating tomorrow's world-class supplychain, practical tools for assessing where you stand, and

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detailed guidance for creating your  
new Action Plan.

Organising Suppliers and Supply  
Chains for Competitive Advantage  
An Executive's Guide to Building  
Competitive Advantage in the Oil  
Patch

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Supply Chain-Based Category  
Strategies for Global Supply  
Networks

Supply Chain as Strategic Asset  
A Value-Based Management  
Perspective

Competitive Supply Chains

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Using CSR and Sustainability to  
Create Competitive Advantage  
*The managed flow of goods and  
information from raw material to  
final sale also known as a "supply  
chain" affects everything--from  
the U.S. gross domestic product  
to where you can buy your jeans.*

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*The nature of a company's supply chain has a significant effect on its success or failure--as in the success of Dell Computer's make-to-order system and the failure of General Motor's vertical integration during the 1998 United Auto Workers strike.*

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*Supply Chain Integration looks at this crucial component of business at a time when product design, manufacture, and delivery are changing radically and globally. This book explores the benefits of continuously improving the relationship*



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*between the firm, its suppliers,  
and its customers to ensure the  
highest added value. This book  
identifies the state-of-the-art  
developments that contribute to  
the success of vertical tiers of  
suppliers and relates these  
developments to the capabilities*

## Online Library Competitive Supply Chains A Value Based Management Perspective

*that small and medium-sized manufacturers must have to be viable participants in this system. Strategies for attaining these capabilities through manufacturing extension centers and other technical assistance providers at the national, state,*

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*and local level are suggested. This book identifies action steps for small and medium-sized manufacturers--the "seed corn" of business start-up and development--to improve supply chain management. The book examines supply chain models*

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*from consultant firms,  
universities, manufacturers, and  
associations. Topics include the  
roles of suppliers and other  
supply chain participants, the rise  
of outsourcing, the importance of  
information management, the  
natural tension between buyer*

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*and seller, sources of assistance to small and medium-sized firms, and a host of other issues. Supply Chain Integration will be of interest to industry policymakers, economists, researchers, business leaders, and forward-thinking executives.*

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*USE KNOWLEDGE AND  
INNOVATION TO MAXIMIZE VALUE  
FROM TODAY'S SOPHISTICATED,  
FAST-CHANGING SUPPLY  
NETWORKS Build integrated,  
complementary supply networks  
that work together to win  
Accelerate the cycle from needs*

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*identification to product/service  
launch to customer experience  
Create long-term strategy  
adherence to the business that  
competes in fluid environments  
Leading companies are  
developing powerful new  
techniques for managing today's*

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*complex, fluid supply networks. Now, Alexandre Oliveira and Anne Gimeno help you apply these techniques to embed greater agility, resilience, speed, and intelligence throughout your own supply chain network. Oliveira and Gimeno review how supply*



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*chains have changed, how they will change, and the radically new challenges and opportunities arising from these changes. Next, they show how to drive value by capturing and sharing your network's knowledge far more effectively, and using it to drive*

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*innovations that strengthen the entire network. Going far beyond previous models, they guide you in improving interactions across all knowledge areas, functional supply chain building blocks, business structures, tactics, and external elements—including*

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*suppliers, customers, service providers, competitors, and non-competitors. Today, individual companies don't compete: their supply chain networks do. Winning businesses must be capable of sensing and anticipating market shifts, and*

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*rapidly aligning their networks in response. In a word, their networks must be wiser. In this guide, leading practitioners Alexandre Oliveira and Anne Gimeno show how to embed actionable wisdom throughout your own complex supply*

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*network. You'll learn how to create multi-company structures that promote the long-term success of your entire network, and how to accelerate innovation by leveraging knowledge and ideas from all network sources. Using practical examples, Oliveira*

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*and Gimeno demonstrate how to evolve more resilience and elasticity, building a network that can respond more quickly and coherently to any new risk, opportunity, problem, or trend. Managing Supply Chain Networks is invaluable to any strategist,*

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*executive, manager, or advanced student who wants to drive greater value and competitiveness from a complex supply chain network.*

**PRESENTING AN EVOLUTION TO  
PORTER 'S FIVE FORCES MODEL**  
*Detailing how to add value to*

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*shareholders and stakeholders in  
highly competitive business  
environments BUILDING  
INNOVATION-ENABLED  
KNOWLEDGE LEADERSHIP INTO  
YOUR NETWORK Strengthening  
long-term knowledge  
development and retention across*



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*your network* IMPLEMENTING  
MECHANISMS THAT INCREASE  
NETWORK RESPONSIVENESS  
*Optimizing connections,  
architecture, functions, and  
human interactions* MANAGING  
RISK MORE SUCCESSFULLY IN  
NETWORK ENVIRONMENTS

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*Transcending limited "firm-centered" risk management strategies PROMOTING GREATER COLLABORATION ACROSS YOUR NETWORK Using visibility, vendor selection, culture, governance, and other methods*  
*Competitive Supply Chains*

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*uniquely focuses on European and Asian companies, which have found innovative ways of orchestrating effective systems. This new edition builds upon the ideas explored by the author in Competitive Supply Chains (2007), featuring new content*

# Online Library Competitive Supply Chains A Value Based Management Perspective *and analysis.*

*Twenty-first-century supply chains have evolved into world-wide inter-connected supply-and-demand networks comprising vastly more complex operations, with profound inter-dependencies and exposure to greater volatility*

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*in our uncertain world. The linear concept of a chain is therefore no longer adequate to describe these complex international networks of suppliers, stakeholders, partners, regulators and customers that are involved in ensuring the efficient and*

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*effective movement of products, services, information and funds around the world - we are firmly in the era of Global Supply Chain Ecosystems. Exploring the latest market trends and industry developments across emerging, developing and developed*

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*markets, in Global Supply Chain Ecosystems industry leader Mark Millar presents detailed and practical insights that will help you capitalise on market opportunities, overcome supply chain challenges and make better informed business decisions. In*

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*in addition to highlighting key supply chain shifts such as the move beyond globalisation back towards regionalisation, this ground-breaking new publication explores several critical aspects of global supply chain ecosystems - including visibility, resilience,*



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*sustainability and collaboration.  
A Value Chain Approach  
Industry Insights, Case Studies  
and Best Practices  
An Empirical Analysis of the  
Supply Market for Polyamide  
Engineering Thermoplastics in the  
Automotive Industry*

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*Innovative Sourcing and Logistics  
for a Fiercely Competitive World  
Creating and Sustaining Superior  
Performance*

*Creating Competitive Advantage  
and Value Through Effective  
Leadership*

*A Professional Guide to Creating a*

# Online Library Competitive Supply Chains A Value Based Management Perspective *Sustainable Supply Network*

"Companies of all sizes are seeking to transform their procurement and supplier relationship management processes: activities that have a tremendous upside potential for improved supply

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chain effectiveness and efficiency. Now, two leading consultants and researchers offer a comprehensive approach to creating customer value through strategic sourcing and procurement. Unlike texts focused primarily on day-to-day

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operations and tactics, Delivering  
Customer Value through  
Procurement and Strategic  
Sourcing focuses on helping senior  
executives and managers gain  
sustainable competitive advantage  
from their supply

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chains."--Publisher's website.

The book starts by summarizing the current literature on business, functional (supply chain), and technology strategies. Then, it establishes a case for why none of these strategies in isolation can

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create the competitive advantage needed to achieve the goals of the business and why they must be aligned and must work together to be effective. Every argument in the book is supported with cases from the industry. Some of the cases I

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have relied heavily are Wal-mart (business strategy of being a “ price leader ” drives supply chain strategy to reduce costs), Cemex (business strategy of “ differentiation ” drives supply chain that is customer centric), and



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several other industry examples (Avon, Tyco, Rubbermaid, etc.) as they fit the argument being made at the time. The book concludes by consolidating the lessons learned and implementation guidance on how the 3 strategies and be pulled

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together resulting in a strategic roadmap.

This text is designed to be appropriate for Operations Strategy modules at both undergraduate and postgraduate level. It combines knowledge

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management, relationship management and advances in technology to inform the development of strategic advantage. The text adopts a value chain approach and contains a number of features to aid the

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learning process - chapter  
introductions, chapter summaries,  
further reading and boxed features.  
Author of the bestselling text  
Supply Chain Management, John T.  
Mentzer's companion book  
Fundamentals of Supply Chain

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Management: Twelve Drivers of Competitive Advantage has been developed as a supplemental text for any course dealing with strategy and supply chains. Written in an entertaining, accessible style, Mentzer identifies twelve drivers of

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competitive advantage as clear strategic points managers can use in their companies. Research from more than 400 books, articles, and papers, as well as interviews with over fifty executives in major global companies, inform these

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twelve drivers. The roles of all of the traditional business functions—marketing, sales, logistics, information systems, finance, customer services, and management—in supply chain management are also addressed.

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Management Perspective

Strategies for Small Manufacturers

Value Nets

Pathways to Supply Chain

Excellence

Supercharging Supply Chains

The Supply Chain Game Changers

Organizing Suppliers and Supply



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Chains for Competitive Advantage  
Connecting the Supply Chain Inside  
and Out for Competitive Advantage  
It is almost impossible to  
conceive of the concept and  
practical application of supply  
chain management (SCM)

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without linking it to the enabling power of today ' s information technologies. Building upon the foundations of the first edition, Introduction to Supply Chain Management Technologies, Second Edition details the

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software toolsets and suites driving integration in the areas of customer management, manufacturing, procurement, warehousing, and logistics. By investigating the breakthroughs brought about by the emergence

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of new Internet-based technologies in information, channel, customer, production, sourcing, and logistics management, the author provides new insights into the continuously emerging field of

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SCM. New in the Second  
Edition: New model of SCM  
Extended discussion of the  
concepts of lean, adaptive, and  
demand-driven supply chain  
technologies Customer  
experience management and

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social networking Fundamentals  
of computing and their enabling  
power Basics of today's  
ERP/supply chain business  
solutions Integrative software  
tools that allow for new levels of  
collaboration, flexibility, and

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performance The new edition expands on emerging technologies that have provided all forms of enterprises with the capability to continuously automate cost, redundancy, and variation out of the process;

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enhance information creation and visibility; and expand the peer-to-peer connectivity that allows people to network their tasks, ideas, and aspirations to produce a form of collective open-ended knowing, collaborating,



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and experiencing. The information presented builds an understanding of how today's technology-driven SCM provides new avenues to execute superlative, customer-winning value through the digital, real-

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time synchronization of  
productive competencies,  
products, services, and logistics  
delivery capabilities with the  
priorities of an increasingly  
global business environment.  
The classic guide to supply chain

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strategy--re-created to help  
business leaders gain an  
advantage in today's volatile,  
globalized arena The definitive  
guide to supply chains that  
deliver value The global  
landscape has changed

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dramatically since the first edition of Strategic Supply Chain Management established itself as the authority on creating value and achieving competitive advantage from the supply chain. Shorter economic cycles, more-

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frequent natural disasters, higher costs in low-cost countries, more-restricted access to working capital, and greater focus on sustainability have made effective supply chain management much more

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challenging--and much more critical to the bottom line. This second edition is your answer to gaining a strategic advantage in the face of these challenges. Drawing on dozens of new company examples as well as

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cutting-edge benchmarking research, it shows you how to make your supply chains more agile, flexible, and resilient. With 80 easy-to-read tables and diagrams, this fully revised book explains how to: Develop a

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supply chain strategy that will help you realize your business goals Design a process architecture that maps out the activities of the end-to-end supply chain Create the most effective supply chain



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organization Build the most  
beneficial relationships with your  
supply chain partners Use  
metrics to assess and drive  
business success Implement  
transformational change See  
how today's best supply chain

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strategies work in all-new profiles of BASF, Essilor, Haier, Kaiser Permanente, Lenovo, and Schlumberger. Find out what these industry leaders are doing to get the greatest value out of their supply chains. When value

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depends on how well you deliver,  
you need Strategic Supply Chain  
Management, Second Edition.

PRAISE FOR STRATEGIC  
SUPPLY CHAIN

MANAGEMENT: "This book  
shows convincingly that a robust

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supply chain strategy is critical for business success in today's uncertain economic environment. Cohen and Roussel explain not only what makes for a good supply chain strategy but also how to put that strategy into

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practice." -- Jim Miller, VP,  
Worldwide Operations, Google  
"Strategic Supply Chain  
Management loudly and clearly  
makes the case that successful  
companies' supply chain  
strategies are closely aligned

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with their competitive differentiation and operating models. The book uses in-depth examples that bring these concepts to life and demonstrate that one size doesn't fit all.

Anyone who thinks operations is

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just another corporate function  
needs to read this book." --

Manish Bhatia, SVP, Worldwide  
Operations, SanDisk "The  
advent of global marketplaces,  
heightened competition,  
accelerated pace of product

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innovation, and fast-changing customer preferences have increased the impact of the supply chain on company profitability and long-term success. But cultural challenges to successful supply chain



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design remain. Cohen and  
Roussel's book provides a  
platform for addressing these  
challenges and is recommended  
reading for chief executives,  
strategy professionals, and  
supply chain practitioners." --

# Online Library Competitive Supply Chains A Value Based Management Perspective

Martin Roper, Chief Executive  
Officer and President, Boston  
Beer "The authors present a  
straightforward path for  
developing and deploying a  
global supply chain strategy that  
addresses the priorities of

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Supply Chains A Value Based  
Management Perspective

today's executive management  
teams." -- Hau Lee, Thoma  
Professor of Operations,  
Information and Technology,  
Stanford Graduate School of  
Business "Strategic Supply  
Chain Management, Second

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Edition, is an important resource for executives who are trying to take their supply chain performance to the next level. Given the enormous challenges of the current business environment, it's 'must' reading."

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-- Joe Francis, Executive

Director, Supply Chain Council

“Following on from their ground-breaking first edition, the authors provide further evidence of the critical role of supply chain management in creating

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competitive advantage.

Managers facing the challenge of coping with increasing levels of complexity in global supply chains will find valuable guidance in this in this revised work. ” -- Martin Christopher,

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Emeritus Professor of Marketing  
& Logistics, Cranfield School of  
Business, Cranfield University

“This is not another one of those  
books that are heavy on theory  
but light on practical advice.

Filled with examples of

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companies from a wide range of industries and geographical regions, it provides guidance that is clear and easy to understand.”

-- Greg Clapp, SVP, Operations,  
Fujitsu "Concise and cogent,  
Strategic Supply Chain



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Management, Second Edition,  
lays out the key components for  
top supply chain performance  
and backs up these insights with  
new benchmarking research.  
Managers across the  
organization will find answers to

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their supply chain questions  
here." -- Paul Bischler, Vice  
President and Controller,  
Burlington Northern Santa Fe  
Railway  
Supply chains, including  
logistics, are the functional

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elements of an organisation's operations. To formulate a strategy for this operation to work seamlessly the organisation needs to align these operations with the corporate and business strategy. Strategic Supply Chain

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Management provides a discussion on effective supply chain strategic leadership for managerial teams who have previously been operating on a tactical or operational level, as well as students who need to

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learn about applying the theories  
of strategic supply chain  
management in practice.

Strategic Supply Chain  
Management introduces  
concepts and tools which will  
enable successful buyer-supplier

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relationships and effective organizational leadership and talent management. Samir Dani provides a concise but important outlook on the connection between business strategy and supply chain strategy. The book

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delves into topical issues of risk, resilience, and sustainability and how these influence both business and supply chain strategy. The book also considers strategies for procurement, buyer supplier

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relationships, and sales & operations planning. An important aspect of this book is to consider the leadership and talent aspects of the humans in the supply chain and how this influences strategy and creates



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"In the current business landscape, many business firms compete in one project and cooperate in another related project, and they do so at the same time. Even more

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interesting is that certain members of these firms are involved in both projects. This book examines this new business landscape"--Résumé de l'éd.

Theory and Practice of Managing

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Management Perspective

Risk

Global Supply Chain

Ecosystems

Customer-Anchored Supply  
Chains

New Ways to Increase Value  
Through Global Operational

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Management Perspective  
Excellence

A Key Competitive Weapon for  
the 21st Century  
An Introduction to Supply Chain  
Management  
Making Global Value Chains  
Work for Development

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**"This book examines an array of different distortions that are causing food supply chain dysfunction in many countries. It outlines the underlying changes that are currently occurring, which will have an influence on the direction of future food**

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**supply chains, and provides some solutions to the current food security problem"--**

**The food industry is a notoriously complex economic sector that has not received the attention it deserves within legal scholarship. Production and**

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**distribution of food is complex because of its polycentric character (as it operates at the intersection of different public policies) and its dynamic evolution and transformation in the last few decades (from technological and governance**

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**perspectives). This volume introduces the global value chain approach as a useful way to analyse competition law and applies it to the operations of food chains and the challenges of their regulation. Together, the chapters not only provide a**



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**comprehensive mapping of a vast comparative field, but also shed light on the intricacies of the various policies and legal fields in operation. The book offers a conceptual and theoretical framework for competition authorities, companies and**

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**academics, and fills a massive gap in the competition policy literature dealing with global value chains and food.**

**An Introduction to Supply Chain Management: a Global Supply Chain Support Perspective offers an overview of supply chain**

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**management and provides a framework for subsequent, more detailed study in various aspects of supply management. The book reviews the evolution of supply chain management concepts and discusses trends in global markets and strategic**

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**competitiveness. It then focuses on the major issues involved in managing a competitive supply chain including: forecasting, inventory management, distribution, dealing with uncertainty, reverse logistics, and customer service. Coverage**

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**of the dynamic, evolving issues pertaining to supply chains that affect the global business community concludes the book. Readers of An Introduction to Supply Chain Management will be better equipped to conceptualize the management of supply chains**

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**as a collection of business processes; identify primary and secondary value chain processes; distinguish between the umbrella term, 'supply chain management, ' and its component functions; and understand the basic tools of forecasting and the need for**

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**accurate data and forecasts on which to base supply chain management decisions.**

**New research and experiences are demonstrating that shareholder value is improved dramatically when companies reach higher levels of operational**

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**excellence. Supply chain management, when planned, designed, and executed effectively, is the key to achieving high levels of operating performance which, in turn, drives shareholder value. The Ernst & Young Global Supply**



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**Chain Management Consulting Practice has assisted hundreds of well-known, multinational companies in minimizing their total costs, growing the business profitability, and achieving higher levels of customer satisfaction. Supercharging**

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**Supply Chains through speed, focus, and customer intensity enables smart companies to realize their visions and business strategies better than their competitors. Saving millions, increasing customer shares, and increasing "free cash flow" are**

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**kinds of benefits being reached by those select companies that operate high-performing supply chains in their global markets. Now, for the first time, key partners and leaders of the firm's Global Supply Chain Management Team reveal their proven**

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Management Perspective

**approaches and industry-leading experiences to help your business improve. Beginning with an innovative view of supply chain excellence and its impact on shareholder value, Supercharging Supply Chains examines numerous management**

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**issues: why and how operational excellence helps companies sell more products; what new ideas are being implemented to achieve this excellence within the key business processes of Plan, Buy, Make, and Sell; how to introduce new products**

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**effectively into global supply chains; and how the best companies are making it happen. Supercharging Supply Chains cites case examples of such leading names as Procter & Gamble, 3M, Reebok, Dell Computer, Hewlett-Packard, Ford**

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**Motor, and several others to illustrate how the leaders benefit from these new ways of achieving value through operational excellence. Insightfully written by leaders in global supply chain management, and featuring their innovative**

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**perspectives and unparalleled expertise, this book is essential reading for all business executives and managers who want to achieve operational excellence and global supply chain success. "More than a treatise, Supercharging Supply**



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**Chains gives senior managers clear, strategic insights linking this much talked about subject to free cash flow and shareholder value goals. Well organized, the authors provide a strong, practical framework for understanding how cost, time,**

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**and speed are changing the way  
successful companies achieve  
operational excellence." - John W.  
Snow, Chairman, President and  
Chief Executive Officer, CSX  
Corporation "Supercharging  
Supply Chains is a book whose  
timing is right. In today's global**

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**markets competition is fierce,  
and the best companies are  
competing more and more  
through operational excellence."  
- Ken Watchmaker, Chief  
Financial Officer Reebok  
International, Ltd. "Probably one  
of the largest untapped**

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**opportunities in business today .  
. . Supercharging Supply Chains  
is loaded with practical advice on  
how to drive added value  
through integrated  
demand/supply management. We  
will put it to good use!" - Ralph  
W. Drayer, Vice President**

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**Efficient Consumer Response,  
The Procter & Gamble Company**  
"With this book, readers get  
innovative and strategic  
perspectives for the global and  
regional management of the  
entire supply chain. At the same  
time, large cost reduction

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**potentials are unlocked through  
supply chain management to  
improve your competitive  
position." - Hans-Dieter Panzer  
General Manager Logistics,  
Siemens**

**Best Value Supply Chains  
Supply Chain Disruptions**

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**How to Build a Sustained  
Competitive Advantage  
Improving Food Security  
Supply Chains and Total Product  
Systems  
Transforming Your Global Supply  
Chain Into a Competitive Weapon  
Managing Your Digital Supply**

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## **Chains for Competitive Advantage**

From a supply chain perspective, often big differences exist between global raw material suppliers'



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approaches to supply their respective local markets. The progressing complexity of large centrally managed global supply networks and their often-unknown

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upstream ramifications  
increase the likelihood  
of undetected  
bottlenecks and  
inefficiencies. It is  
therefore necessary, to  
develop an approach to

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strategically master the  
upstream complexity of  
such networks from a  
holistic perspective, in  
order to align regional  
competitive priorities  
and supply chain

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structures. The research is set in the context of polyamide engineering thermoplastics in the automotive industry. Based on an initial industry analysis and a

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literature review, a conceptual framework is developed. The framework is matched with existing empirical and theoretical literature, as well as multiple case

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study analyses in the relevant supply market and a centrally managed global supply network. As a result, strategic group theory is transferred into the

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supply network  
management context, to  
allow for the  
consideration of  
upstream supply chain  
structures in the  
category strategy

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development process. The proposed approach introduces strategic groups of supply chains as a segmentation criterion for complex global supply networks,



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which enables the network-wide alignment of competitive priorities, flexibility requirements, and partnerships with suppliers. Supply chain-

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based category  
strategies can  
effectively reduce the  
complexity firms are  
facing in this context.  
The results of this  
research are applicable

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for certain types of  
global supply networks,  
and can be used for  
network alignment and  
strategy development.  
The approach can  
furthermore generate

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valuable insights  
useable for negotiation  
support with suppliers.  
This wide-ranging reader  
locates supply chain  
management,  
leanproduction and

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related practice within  
the holistic concept  
of total product systems.  
Demonstrates the  
strategic relevance of  
managing supply  
chains and supply

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networks to  
organizational  
performance and to a  
range of business  
functions, including  
finance, design,  
production, environmental

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management, information systems, and marketing. Considers sustainable supply chain management across the service, manufacturing and process sectors.

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Reflects the radical  
changes in  
organizational  
beliefs, practices and  
processes that are  
necessary for a shift to  
supplychain management



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in contemporary, global,  
competitive conditions.

Considers particular  
issues and challenges  
for micro, small, and  
medium-sized  
enterprises. Contains

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readings that are  
interdisciplinary and  
international in focus.

GLAM

It is increasingly clear  
that traditional supply  
chains which focus on

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sourcing products from the lowest possible cost suppliers are failing to exploit their full potential. Supply Chain Ethics, through case studies, surveys and

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unique research,  
identifies and outlines  
best practice employed  
by global manufacturers,  
retailers and logistics  
companies. It examines  
the so-called 'triple

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advantage' that accrues  
to businesses when  
strategies that combine  
bottom line profits,  
sustainable  
environmental practices  
and positive societal

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impact are employed.

Narrow supply chain strategies which focus on only one of these three factors will inevitably fail. Supply Chain Ethics covers the

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following issues which  
affect senior supply  
chain, operations and  
manufacturing managers:  
'triple advantage' best  
practice and how it can  
create value for global

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businesses; product  
design; sourcing and  
warehousing;  
transportation and  
recycling; environmental  
practices of logistics  
companies and suppliers;



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supply chain  
technologies. There is  
also an invaluable  
Ethical Supply Chains  
survey of top global  
companies.

Achieving Supply Chain

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Management Perspective  
Integration

Operations and Supply  
Management 4.0

Global Food Value Chains  
and Competition Law

Supply Chain Ethics  
Breaking the Supply

Online Library Competitive  
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Management Perspective  
Chain to Unlock Hidden

Profits

Advanced Supply Chain  
Management

A Reader

***Now beyond its eleventh  
printing and translated into***

*Page 243/297*

***twelve languages, Michael Porter's The Competitive Advantage of Nations has changed completely our conception of how prosperity is created and sustained in the modern global economy.***

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Management Perspective

***Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities,***

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Management Perspective

***companies, and even entire regions such as Central America. Based on research in ten leading trading nations, The Competitive Advantage of Nations offers the first theory of competitiveness based on***

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Management Perspective

***the causes of the productivity  
with which companies  
compete. Porter shows how  
traditional comparative  
advantages such as natural  
resources and pools of labor  
have been superseded as***

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Management Perspective

***sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive***



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***position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected***

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***firms, suppliers, related industries, and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the***

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***competitive advantage of  
locations, and set public  
policy. Even before  
publication of the book,  
Porter's theory had guided  
national reassessments in  
New Zealand and elsewhere.***

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***His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and***

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***the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become***

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***the standard by which all  
future work must be  
measured.***

***In today's challenging  
business environment a  
company's success is  
determined by its ability to***

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***utilize all of the assets at its disposal. Yet two assets often neglected by the boardroom are the amount it spends on goods and services and the expertise of the organisation's key suppliers. This highly***

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***accessible book will help you understand how to tap into these assets to secure competitive advantage. With application to organisations in all industries across the world, Strategic Procurement details***



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***why procurement is critical to successful business performance. It explores the strategic value of procurement to business and the potential for significant cost savings through maximising value***

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***from suppliers and third-party spend. Since the 1st Edition of this book, a lot has changed in the world of strategic procurement. While many developments have served to reinforce the business value of***

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***good procurement practices,  
we have also become more  
acutely aware of the risks  
associated with poor  
procurement. On the upside,  
we have seen an increasing  
role played by procurement in***

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***many recent mega-mergers.  
On the downside, we only  
need to look at the supply  
continuity issues triggered by  
a string of natural disasters;  
the reputational issues related  
to the supply chains of***

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***companies such as BP and Apple; and the inadvertent role played by suppliers as the weakest link in cybercrime. The 2nd Edition of Strategic Procurement has been thoroughly updated to reflect***

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***these developments. There is a whole new chapter on the role of procurement in delivering successful mergers and acquisitions as well as three new chapters exploring the mitigants to a variety of***

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***supplier-related risks. In addition, there are expanded sections on corporate responsibility, procurement proficiency, good procurement across the organisation, and new ways of supplier***

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***collaboration. The book includes updated real-life case studies taken directly from the author's work in procurement for leading organisations.***

***Achieving Competitive Advantage Today's corporate***



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***leaders are under increasing  
pressure to deliver  
differentiated, lasting  
performance, fast. Industry 4.0  
is driving new business  
models, with competitors  
becoming more numerous,***

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***more formidable, and more global. This puts profitability at risk as whole supply chains shift in industries. By placing customer value at the heart of their businesses, through a demand-driven digital supply***

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***chain, Total Value***

***Optimization (TVO) goes  
beyond traditional approaches  
to ensure your company not  
only survives, but thrives  
"Steven Bowen provides a  
clear pathway to transform***

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***your supply chain into the  
ultimate competitive weapon.  
The Total Value Optimization  
(TVO) framework, resting on a  
foundation of data analytics, is  
the best approach we have  
seen to achieve integrated***

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***supply chain excellence in  
logistics, operations, and  
procurement." --J. Paul  
Dittmann, Ph.D. Executive  
Director, Global Supply Chain  
Institute, University of  
Tennessee "After applying***

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***TVO across three corporations, both public and private equity owned, we generated \$290 million in EBITDA, \$310 million in cash, and growth through improved customer responsiveness.***

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***Every company and CEO  
should consider implementing  
TVO." --James R. Voss, CEO  
Vectra "Grounded in data  
analytics, Total Value  
Optimization is essential for  
companies looking to survive***

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***and thrive in today's fast-paced and ever-changing business environment. Steve Bowen's book offers a solid framework for executives in search of an engaging, thoughtful, and***



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***comprehensive approach  
toward achieving supply chain  
excellence."--John D.***

***Baumann, President and CEO,  
Colony Brands, Inc.***

***Companies all over the world  
are utilizing supply chain***

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***management to develop a competitive edge. Rich in case studies, Charles Poirier's book takes readers through a four-stage process to building an effective supply chain.***

***Positiones publicae. Contra***

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***dogmata aristotelica,  
paracelsica et cabalistica.  
Immortalitati sacrae... Harum  
positionum inexpugnabilem  
veritatem tuebitur, Deo dante,  
Joannes Bitaudus  
Xantonensis. Arbiter &***

***praeses sedebit Antonius de  
Villon miles philosophus, & in  
universitate Parisiensi aliàs  
professor peripateticus. Die  
sabathi proximâ & dominicâ  
24. & 25. mensis augusti 1624.  
toto pomeridiano tempore.***

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***Lutetiae Parisiorum, in palatio  
Reginae Margaritae  
The Supply Chain Revolution  
Digital Supply Networks:  
Transform Your Supply Chain  
and Gain Competitive  
Advantage with Disruptive***

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***Technology and Reimagined  
Processes  
Strategies for Competitive  
Advantage in a Complex,  
Connected World  
Competition and Efficiency in  
International Food Supply***

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**Chains**

***A Global Supply Chain***

***Support Perspective***

***Surviving Supply Chain***

***Integration***

***Competitive Supply Chains A Value-  
Based Management***

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**PerspectiveSpringer**

**High-Value Supply Chain**

**Integration New research, practical  
priorities, actionable solutions**

**Master new best practices for  
integrating demand, supply, and  
partners worldwide Bridge key  
“integration gaps” to maximize**



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***customer value and profit Improve  
performance in areas ranging from  
resource availability to returns  
From leading supply chain  
integration experts at the University  
of Tennessee's Haslam College of  
Business In volatile, global  
environments, only well-integrated***

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***organizations can deliver superior customer outcomes and sustained profitability. Supply chain practitioners are on the frontlines of integration: they must bring together functions ranging from sales to logistics and a world of third-party suppliers. Integration is***

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***not easy, but proven solutions exist. In Achieving Supply Chain Integration, leading experts reveal what works and how to make it work. The authors and contributors clarify what supply chain integration really means, and why it's even more crucial than many***

# Online Library Competitive Supply Chains A Value Based Management Perspective

***companies realize. You'll learn how to manage core conflicts that make integration difficult, so you can maximize value to both customers and your organization. You'll find example-based, research-driven insights for both internal and external integration, addressing***

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Management Perspective

***issues ranging from culture to financial metrics. The authors share practical guidance on everything from building more innovative partner relationships to avoiding raw material shortages. Whatever your supply chain or operations responsibilities, you need to***

# Online Library Competitive Supply Chains A Value Based Management Perspective

***integrate more effectively, and this guide will help you do it. Supply chain integration can ensure a smoother, more efficient flow of products, and enable access to third-party resources and capabilities that would be costly or impossible to build internally.***

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***However, successful integration has proven challenging, especially as supply chains evolve to encompass even more external partners. Achieving Supply Chain Integration shows how to prioritize which processes and functions to integrate and select integration***

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***strategies likely to deliver the greatest performance benefits. Drawing on actual successes and failures, UT's researchers illuminate best practices and common mistakes. They present proven approaches to integrating sales, marketing, core supply chain***



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***functions such as procurement and logistics, and widely diverse partner relationships. Whether you're a practitioner or student, this guide will help you approach integration projects with "eyes open"—so you can mitigate risks and maximize value. Understanding what***

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***integration is and isn't, and why it matters so much Bridging the integration gap to maximize value creation Fully leveraging information in internal and external integration Driving more value by integrating purchasing and logistics Aligning market, environmental,***

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***social, and political strategies***

***Achieving deeper demand/supply***

***integration Reducing product***

***returns through better internal***

***integration Building more***

***innovative, collaborative supplier***

***relationships***

***Over the last decade, supply chain***

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***management has advanced from the warehouse and logistics to strategic management. Integrating theory and practices of supply chain management, this book incorporates hands-on literature on selected topics of Value Creation, Supply Chain Management***

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***Optimization and Mass-Customization. These topics represent key building blocks in management decisions and highlight the increasing importance of the supply chains supporting the global economy. The coverage focuses on how to build a***

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***competitive supply chain using viable management strategies, operational models, and information technology. It includes a core presentation on supply chain management, collaborative planning, advanced planning and budgeting system, risk***

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***management and new initiatives  
such as incorporating  
anthropometry into design of  
products.***

***E-Logistics***

***Operations Strategy***

***Strategic Supply Chain***

***Management: The Five Core***

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***Disciplines for Top Performance,  
Second Edition***

***The Key to Reaching Business  
Goals***

***Issues in the New Era of  
Collaboration and Competition  
Applications and Best Practices  
that are Shaping the Future of***



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***Supply Chain Management  
Competitive Advantage***