

1. Record Nr.	UNINA9910367245403321
Autore	Nakano Mikihisa
Titolo	Supply Chain Management : Strategy and Organization // by Mikihisa Nakano
Pubbl/distr/stampa	Singapore : , : Springer Singapore : , : Imprint : Springer, , 2020
ISBN	981-13-8479-7
Edizione	[1st ed. 2020.]
Descrizione fisica	1 online resource (244 pages)
Disciplina	658.7
Soggetti	Production management Business logistics Industrial procurement Management information systems Industrial management Production Logistics Supply Chain Management Procurement Business Process Management Business Information Systems
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Part I Introduction and Basic Framework -- 1 What is a Supply Chain? -- 2 The Strategy-Structure-Process-Performance Framework -- Part II Static Theory of Supply Chain Management -- 3 Performance Trade-Offs -- 4 Supply Chain Strategies -- 5 Efficiency-Oriented Strategy -- 6 Responsiveness-Oriented Strategy -- 7 Hybrid Strategy -- Part III Dynamic Theory of Supply Chain Management -- 8 Overcoming Performance Trade-offs -- 9 Supply Chain Process Change -- 10 Roles of the SCM Steering Department -- Index.
Sommario/riassunto	This book explains supply chain management (SCM) using the strategy–structure–process–performance (SSPP) framework. Utilizing this well-known framework of contingency theory in the areas of strategic management and organizational design, SCM is firmly positioned

among management theories. The author specifically proposes a theoretical foundation of SCM that will be relevant to such areas as operations management, logistics management, purchasing management, and marketing. Both the static and dynamic sides of SCM are reported. On the static side, supply chain strategies are divided into three patterns: efficiency-oriented, responsiveness-oriented, and the hybrid efficiency- and responsiveness-oriented pattern. For each strategy, suitable internal and external supply chain structures and processes are proposed. On the dynamic side, the big issue is to overcome performance trade-offs. Based on theories of organizational change, process change, and dynamic capabilities, the book presents a model of supply chain process change. On structure, the focus is on the role of an SCM steering department. Illustrative cases are included from such diverse industries as automobiles (Toyota and Nissan), personal computers (Fujitsu), office equipment (Ricoh), air-conditioning (Daikin), tobacco (Japan Tobacco), chemicals and cosmetics (Kao), and casual fashion (Fast Retailing and Inditex). The strategy and organization of SCM is systematically presented on the basis of the SSPP framework. In particular, the relationships among three management elements—strategy, structure, and process—can be identified in an SCM context. From many of the cases contained in this volume, there emerges an understanding of how to analyze the success and failure factors of SCM using the SSPP framework. In addition, the reader sees not only the static side SCM such as process operation but also its dynamic side such as process innovation and process improvement.
