

CONTENTS

About the author xiii

Preface xv

Acknowledgements xvii

01 Elements of strategy 1

What is strategy? 1

The strategy hierarchy 5

The cognitive side of developing strategy 8

The impact of the environment – external and internal 10

Different models of developing strategy 11

What is supply chain strategy? 15

Endnotes 18

02 Sales and operations planning 21

Introduction 21

What is sales and operations planning (S&OP)? 21

Aggregate planning 25

Levels of planning and supporting activities 27

The S&OP process 31

Summary 35

Endnotes 35

03 Sourcing and purchasing 37

Introduction 37

Sourcing 38

Sourcing models 39

Make or buy decisions 42

Offshoring 43

Reshoring 44

Purchasing models	44
Supplier segmentation	47
Supplier development	48
Managing categories	49
Public procurement	50
Sustainable procurement	51
Environmental, ethical and social considerations	53
Supply chain fraud	55
Summary	55
Endnotes	56

04 Supplier relationships and collaboration 59

Introduction	59
Trends in supply chain relationships	59
Relationship models	60
Supplier development	63
Academic concepts related to supply chain relationships	65
Power influences within supply chain relationships	68
The relationship alignment framework	75
Summary	76
Endnotes	77

05 Risk and resilience 79

Risk and resilience – the paradigms	79
Supply chain risk	82
Supply chain resilience	84
Proactive vs reactive supply chain risk management	85
The supply chain risk management process	88
Creating supply chain resilience	91
Summary	93
Endnotes	94

06 The circular economy and supply chain strategy 97

Introduction	97
The circular economy – the principles	97
Sustainability as a concept	102

Triple bottom line	103
Measuring sustainability	104
The circular economy and the supply chain	106
Sustainable supply chains	108
The circular economy and supply chain strategy	112
Summary	113
Endnotes	114
07 Talent management	117
<i>Samir Dani and Bethany Fovargue</i>	
Introduction	117
Talent management	117
Supply chain talent challenges	120
Supply chain skills	121
Managing talent in the supply chain	126
Continuing professional development (CPD)	127
Growing supply chain talent	130
Summary	134
Endnotes	134
08 Other factors important for supply chain strategy	137
Leadership	137
Cognitive characteristics of supply chain leaders	142
Leadership and supply chain strategy	143
Performance measurement and the supply chain	144
Summary	149
Endnotes	150
<i>Appendix: Factors influencing the supply chain strategy</i>	
	153
<i>Glossary</i>	155
<i>Further reading</i>	167
<i>Index</i>	175