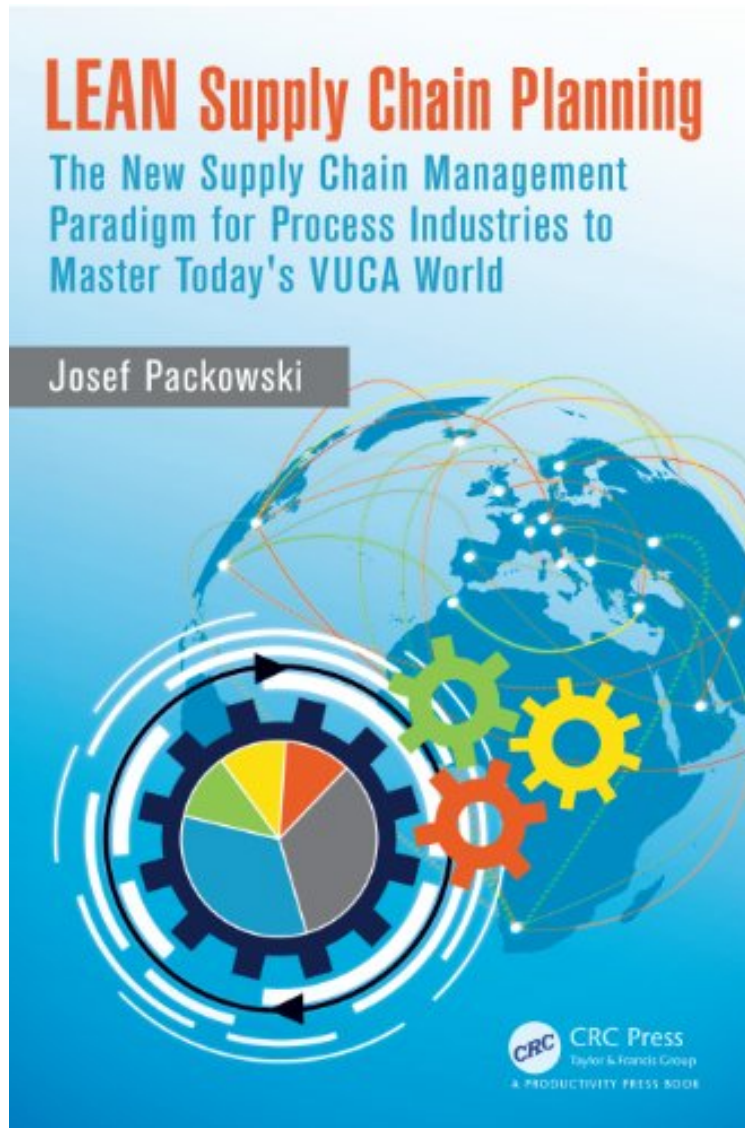


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LEAN Supply Chain Planning: The New Supply Chain Management Paradigm for Process Industries to Master Today's VUCA World

Josef Packowski

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Josef Packowski : LEAN Supply Chain Planning: The New Supply Chain Management Paradigm for Process Industries to Master Today's VUCA World before purchasing it in order to gage whether or not it would be worth my time, and all praised LEAN Supply Chain Planning: The New Supply Chain Management Paradigm for Process Industries to Master Today's VUCA World:

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By Robert Morris
Of all the areas of operation that organizations have, especially those in process industries, none can derive greater benefit from LEAN thinking and methodologies than can supply chain planning. Of course, even if the planning is supervised by the author of this book, Josef Packowski, the supply chain will not achieve the given objectives unless managed with meticulous care. The reverse is also true: brilliant management cannot solve all of the problems that result from a poor plan. What we have in this volume is the introduction and examination of a "New Supply Chain Planning Paradigm," one that offers "a new approach to managing variability, uncertainty, and complexity in today's planning processes and systems." As Packowski explains, "Within the new LEAN SCM Planning paradigm, we are mastering variables with a two-sided approach. We manage the demand variability in supply chain planning now on both sides, on manufacturing capacities and in inventories... To make this happen, we have developed a disciplined approach to the dynamic adaptation of inventory target levels to changing conditions along the supply chain." In other words, the new planning paradigm offers end-to-end supply chain management in coordination with a transformation program with a holistic approach and a step change in performance. Organizations in process industries will thus be able to master today's VUCA world, one in which volatility, uncertainty, complexity and ambiguity are more pervasive and disruption than at any prior time that I can recall. More specifically, Packowski provides a brilliant explanation of business issues, initiatives, and challenges such as these:
o The compelling need for LEAN SCM today (Chapters 1-3)
o How to design and build LEAN SCM (4-7)
o What to implement and transform for LEAN SCM (8-11)
o How your industry peers gained benefits by LEAN SCM (12)
Part IV consists of one chapter, Chapter 12: "Read How Top-Industry Players Share Their Experiences with LEAN SCM." This material is especially important because Packowski anchors key concepts in real-world experiences with LEAN SCM at AstraZeneca, Eli Lilly, Novartis, PharmaCo, and PCI (a BASF company). Obviously not all of this material is directly relevant to the needs and interests of every reader but each portion of it will be of substantial interest -- and benefit -- to some readers. I especially appreciate Packowski's skillful use of various reader-friendly devices such as an introduction that really does explain what this book is about (many others don't), a "Reader's Guide," dozens of "Tables" and "Figures" inserted throughout the narrative, key point clusters in each of the chapters, and "Chapter Summaries." These and other devices will facilitate, indeed expedite frequent review of key material later. I do very much regret the absence of an index. It is imperative that one be added if and when there is another edition. When concluding the last chapter, Josef Packowski observes, "As shown by the industry cases in this chapter, leading companies from pharmaceutical and chemical companies are increasingly adopting LEAN principles and concepts in their supply chains. All these companies found that a more efficient management of variability results in substantial performance improvement. By reducing variability in the supply chains, both customer satisfaction and cost efficiency increased to a large extent." I presume to add that, although the information, insights, and counsel provided in this book will probably be of greatest value to large organizations with extensive and complicated supply chains, much of that same material can also be of great value to leaders of small organizations that are a part (albeit a small part) of those supply chains. Just as all organizations -- regardless of size or nature -- need effective leadership at all levels and in all areas, they also need LEAN thinking to make the right decisions that will increase productivity and efficiency by reducing waste.
0 of 0 people found the following review helpful. It's about planning...
By Dr. Marcus Kraus
This book is from my perspective NOT a "Lean" Book as such (Toyota Tools et al.). Mr. Packowski is focussing on how to plan in typical process industry settings to enable a leveled production. The key challenge here are especially manufacturing settings that are facing an excessive complexity. The lays out a methodology to enable "Lean" to happen by better handling external variability and to reverse the "bullwhip" mechanics. The logic builds upon the rhythm wheeling approach already excellently sketched in David L. King's book "Lean for the process Industries" but goes far beyond especially towards the problem of demand variability anticipation (covered in chapters 1-7 ~ 2/3 of the overall content). The book does unfortunately not contain case studies that demonstrate with calculations how to design wheel time, EOQ, safety stock levels, ROP etc. This could still substantially enhance (especially for people not so familiar with these concepts) the value of the book in a next edition. From my perspective this nevertheless does not spoil the value of this book for everyone who seeks a structured approach for process industry value chains. In my opinion a fantastic piece of work !

Delivering excellent service to all customers is the key imperative for many sustainable businesses. So why do so many supply chains struggle to fulfill customer requirements at competitive costs? The answer is simple: traditional supply chain planning, which was tailored to a predominantly stable and predictable business environment, cannot handle the new challenges in the world of variability, uncertainty, complexity, and ambiguity—the VUCA world. Companies can either accept the drawbacks that often result in high inventories, poor asset utilization, and unsatisfactory customer service or, they can change their view of the fundamental approach to supply chain management. LEAN Supply Chain Planning: The New Supply Chain Management Paradigm for Process Industries to Master Today's VUCA World introduces a new paradigm and a new approach to managing variability, uncertainty, and complexity in today's planning processes and systems. Introducing a cutting-edge supply chain

management concept that addresses current problems in the process industry's supply chains, the book presents powerful methods developed by leading research institutes, process industry champions, and supply chain experts. It explains how readers can change their approach to the fundamental planning paradigms in a manner that will help their organizations achieve higher levels of responsiveness, improved levels of customer service, and substantial increases in cost-efficiencies. This holistic practitioner's guide describes how to establish the right accountabilities for performance management and also provides a set of meaningful metrics to help measure your progress. Supplying detailed guidelines for transforming your supply chain, it includes first-hand reports of leading organizations that have already adopted some of the facets of this paradigm and used the relevant instruments to achieve unprecedented improvements to customer service, supply chain agility, and overall equipment effectiveness.

Our Lean Supply Chain Visibility initiative reshaped our operations and supply chain management operating model with fundamental new global capabilities to realize end-to-end lean and agile supply chains and a step change in information systems. Andy Evans, Head of Global SC Planning, AstraZeneca It is not about improving the accuracy of the forecast and reducing the amount of uncertainty in the future, it is about eliminating the need for certainty. Ronald W. Bohl, Senior Director of Supply Chain, Eli Lilly Controlling and monitoring of inventory has long been fully integrated into supply chain functions. Transportation and warehousing cost management are also key tasks for supply chain managers. From an end-to-end perspective, what really counts is what remains visible and measurable for our customers. It is not only about key performance indicators and delivery service but also the ability to properly communicate accurate and meaningful supply chain information in a multi-cultural and cross-functional environment across geographies. Christophe Vidonne, Head of Supply Chain Management, and Dr. Ralph Billo, Head of Global Supply Chain Management at Novartis AH There is no better planning concept than the Rhythm Wheel, I am convinced of this. Andrea Wulff, former Planning Head, AstraZeneca Germany To meet our challenging goals we need a systematic and scientific approach for sustainable improvement of our processes. LEAN SCM is developing and providing the roadmap. Thomas Semlinger, Head of Production PCI Europe / BASF Construction Chemicals E-EBE If your company lives through a lean journey, this book will be a helpful compass throughout all the stages of it. David Smith, Executive Vice President of Operations, AstraZeneca