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# The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy

*Robert P. Burrows III*

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## THE MARKET- DRIVEN SUPPLY CHAIN

A Revolutionary Model for  
Sales and Operations Planning  
in the New On-Demand Economy



Forewords by LORA CECERE, Supply Chain Insights  
and GREGORY P. HACKETT, Founder, The Hackett Group

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**Robert P. Burrows III : The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy:

1 of 1 people found the following review helpful. Four Stars By Roland Yulianto This give insight about Supply Chain transformation following the market changes. Helps me to adapt in dynamic market situation. 1 of 3 people found the following review helpful. great book for executives By Robert A state of the art "how to" book about improving revenue and cash flow. Excellent stories of real companies creating success. A must read..... if the politicians encouraged companies to implement market-driven planning, unemployment would be gone. 0 of 1 people found the following review helpful. Step by step By Mvillig I still find a little bit difficult to apply the suggest process, nevertheless, once you understand it, it has a lot of sense.

Customer demands for individual attention and specialized products are transforming commerce at every stage including the supply chain. Today's high-stakes economy requires dynamic, market-savvy sales and operations planning (SOP) to keep pace with accelerating service demands and response times. It's not as daunting as it sounds with the tools, tips, and case studies in *The Market-Driven Supply Chain*. This practical yet expansive book helps organizations transition from outdated supply-driven processes to new market-driven models. Readers learn how to:

- Use robust analytics for conducting value segmentations and simulation analyses
- Develop a customer-centric culture and a collaborative organizational structure
- Dynamically rebalance the inventory mix to improve capacity and reduce costs
- Retool 26 management processes to achieve market-savvy SOP

Unlike other books that focus on only supply chain strategies or SOP or lean manufacturing, this book's sophisticated approach unifies all three areas, and it's the only one to explain how to operate in today's on-demand environment.

"...surprisingly easy and comprehensible read... The book is very informative and gets one thinking." -- PM World Journal "... provides the transformational steps required to achieve a market-driven supply chain resulting in a business that is highly responsive to the demand economy..." -- Quality Progress

From the Inside Flap: An astounding 70 percent of U.S. companies struggle with immature sales and operations planning (SOP), according to eye-opening research from Gartner Inc. Is yours one of them? The problem is that most SOP is stuck in a supply-driven model, or, at best, an operations- or demand-driven construct, where internal economics and inventory inform decisions. But that doesn't work in today's challenging economy, where customers require individual attention and specialized products. Successful supply chains must become market-driven. *The Market-Driven Supply Chain* delivers an original, in-depth methodology and detailed case studies to help you transform your traditional, internally focused supply chains into advanced, market-driven SOP—a gateway to enhanced market share and liberated cash flows. The book's conceptual framework is complemented by step-by-step guidelines and easy-to-use tools that show you how to:

- Use analytics to conduct value segmentation based on customer needs and differences, and develop a go-to-market strategy for each segment
- Improve your organization's performance using time advantage and customer connectivity strategies
- Replace conventional wisdom based on past behavior with facts and market analysis that look to the future
- Create open and productive collaboration across, up, and down the organization
- Implement monthly planning processes for effectively managing demand
- Design a weekly rate-based planning process at the operational level—the key for becoming market-driven in inventory replenishment, procurement, and production
- Retool 26 management processes to achieve advanced, market-savvy SOP

Today's high-stakes economy requires dynamic, market-driven SOP to keep pace with accelerating service demands and response times. Yet market-savvy SOP is practiced by fewer than 5 percent of U.S. firms, and even fewer of the world's manufacturers. It is a true "secret weapon" for increasing share price 3 to 9 times over in just a few years—and an unprecedented opportunity to put your organization in a competitive position, ahead of the pack and prosperous for years to come.

ROBERT P. BURROWS III is founder, managing principal, and chief strategy officer of the On-Point Group, a firm that applies the quantitative science of operations research to supply chain management. His extensive client base includes multinationals and mid-market companies in manufacturing and distribution of both consumer and industrial products. He lives in Cleveland, Ohio.

From the Back Cover: "I have seen firsthand the process behind Bob Burrows' book, *The Market-Driven Supply Chain*, evolve over more than 15 years in multiple industries. His is an insightful and practical recipe that uniquely integrates customer values with the CEO's need to optimally manage the company's balance sheet." — Robert J. Palmisano, CEO, Wright Medical Group

"Bob Burrows has helped us change how we work and better understand what we need to do to continue our progress. The pursuit of operational excellence is a journey, and SOP is a critical tool that will help us reach our destination. Bob's insight and guidance have been very valuable to Goodyear as they will be to all readers of *The Market-Driven Supply Chain*." — Richard J. Kramer, Chairman, President, and CEO The Goodyear Tire Rubber Co.

"VTEch has used the 'market-driven' approach for SOP in *The Market-Driven Supply Chain* for several years with major electronics retailers, including WalMart. As a direct result, VTEch is the category leader and has significantly reduced both our own and retailers' inventory." — Nick Delany, President, VTEch Communications Inc.

"The principles of market-driven SOP described in Robert

“Burrows’ book provides a totally new eye-opening approach to SOP which we find to be essential in our highly competitive business environment.” — Lior Carmi, SOP Project Manager of NETAFIM, Kibbutz Hatzerim, Israel