
CHAPTER 15 Mapping for Supply Chain Management

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Overview

Given the complexity of supply chain networks, management can benefit from developing a relationship-based map of their company's supply chain.¹ The visual representation and analysis of the complexities in direct and indirect supply chain relationships serves as a starting point for increasing the cross-functional and cross-company communication necessary for implementation of the supply chain management processes. Mapping enables management to identify internal and external improvement opportunities and the critical relationship linkages that must be closely managed. Also, supply chain maps can be used to support risk mitigation and sustainability goals. Once a relationship-based map is developed, activity-based mapping techniques can be used to identify and realize improvement opportunities across the supply chain network.

After reading this chapter you should be able to:

- Understand the importance of mapping the key corporate entities that are members of the supply chain.
- Differentiate between primary members and supporting members of a supply chain and give an example of each one.
- Explain why the supply chain map will look different depending on a company's position in the supply chain.
- Understand why supply chain management is all about relationship management.
- Describe how relationship-based maps aid in the implementation of supply chain management processes.
- Explain how management can use a relationship-based map of the industry to identify opportunities for mergers and acquisitions.
- Compare the maps for product-intensive and service-intensive supply chains.
- Give an example of each of the four types of business process links in a supply chain map.
- Identify who should be involved in the development of a supply chain relationship map.
- Explain the differences between a supply chain relationship map and an activity-based map.

¹ This chapter is adapted from Douglas M. Lambert, A. Michael Knemeyer, and Sebastian Garcia-Dastugue, "Mapping for Supply Chain Management," in Douglas M. Lambert (Ed.), *Supply Chain Management: Processes, Partnerships, Performance* (4th Ed.), Supply Chain Management Institute, Ponte Vedra Beach, FL (2014), pp. 199-220.