

16 Implementing and Sustaining the Supply Chain Management Processes

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Overview

There are eleven management components that must be considered to implement each of the supply chain management processes. The management components can be divided into two groups: structural components and behavioral components. In this chapter, we describe each of the management components as well as how they support implementation of the supply chain management processes and institutionalize the processes once they have been implemented.

After reading this chapter you should be able to:

- Name and describe the two groups of management components.
- Describe the management component planning and explain why it is important for the successful implementation of the supply chain management processes.
- Explain why it is important to have control methods in place for each process.
- Understand why workflow structure is important and how a change in workflow structure might improve performance of the supply chain.
- Recognize the importance of organization structure and understand why processes will not replace the traditional business functions.
- Describe what is meant by communication structure and its importance for successful implementation of the supply chain management processes.
- Explain knowledge management and its importance for supply chain management.
- Describe each behavioral management component and why each is important for successful implementation of the supply chain management processes.
- Understand why it is necessary for management to put in place a framework for implementing a process and maintaining it over time.
- Describe the role of Assess Performance in implementing a process and maintaining and improving its performance over time.

¹ This chapter is adapted from Douglas M. Lambert, Rudolf Leuschner and Dale S. Rogers, "Implementing and Sustaining the Supply Chain Management Processes," in Douglas M. Lambert (Ed.), *Supply Chain Management: Processes, Partnerships, Performance* (4th Ed.), Supply Chain Management Institute, Ponte Vedra Beach, FL (2014), pp. 239-256.