Introduction				
Part 1:	Demand Management in the Supply Chain			
CASE 1	Dockomo Heavy Machinery Equipment, Ltd.:Spare Parts Supply Chain Management (SCM)5Introduction5Background6The Supply Chain Partners of Dockomo, Ltd.7Current Situation8Initial Analysis8Forecasting Challenges9Safety Stock Challenges10Discussion Questions10Endnotes11			
CASE 2	Silo Manufacturing Corporation (SMC)—Parts A and B:Managing with Economic Order Quantity.27SMC—Part A27Discussion Questions.29SMC—Part B30Discussion Questions.31Endnotes32			
CASE 3	Megamart Seasonal Demand Planning33Introduction33Challenging Characteristics of Gas Grills34Stakeholder Concerns35The Emotional Nature of Grills37Past Failures37Relevant Details38Your Task39			

CASE 4	orral of the containt of the c
	at Goodwill Industries of Oklahoma43
	Introduction
	Oklahoma Goodwill Industries (OGI)
	Supply Uncertainty and Demand Planning Issues at GIO47
	Logistics Management Issues at GIO
	Concerns for the Immediate Future50
	Appendix55
Part 2:	Supply Chain Network Design and Analysis 57
CASE 5	Bertelsmann China—Parts A and B: Supply Chains
	for Books
	Bertelsmann China—Part A
	History of Bertelsmann60
	Bertelsmann Begins to Do Business in China60
	Chinese Culture and Impact on Western Businesses
	Industry Overview of the Chinese Book Market
	Direct Group China's Supply Chain
	Catalog Development Process
	Inbound Logistics63
	Outbound Logistics64
	Book Arrival Situation at Shop Level
	Inventory Situation at Shop Level65
	Discussion Questions
	Bertelsmann China—Part B
	Key Insights from Part A67
	Overview of Bertelsmann China68
	Challenges for the Bertelsmann Supply Chain68
	Bertelsmann's Quest for Improvement
	Insight into the Supply Chain Network of 21st Century68
	How Inbound Logistics Work at 21st Century68
	The Distribution Network in Detail69
	Optimizing the Network69
	Need for Further Improvement70
	How Logistics Service Providers Offer Value Added70

	Improving Network Design70
	A Long Night
	Discussion Questions71
	Endnotes
CASE 6	Carnival Corporation Food Supply Chain
	Introduction
	Carnival Corporation Overview
	North American Cruise Industry
	Giordano's Thought Process
	Meeting Notes with Head Chef Rousseau
	Typical Food Consumption84
	Food Consumption Variables84
	Carnival Cruise Food Operating Policies84
	The Food Procurement Process
	Food Staff85
	Carnival's Food Supplier Base86
	Competitive Benchmark Data86
	Supplier Recommendations
	Contents of File Attachment88
	Attachment from L&M Meats89
	Giordano's Recommendations
CASE 7	DSM Manufacturing: When Network Analysis Meets
	Business Reality95
	Introduction
	History96
	Project Description96
	The Meetings
	Conclusion
	Discussion Questions
CASE 8	Kiwi Medical Devices, Ltd.: Is "Right Shoring" the
	Right Response?
	The Race of Life
	Kiwi's Marathon Begins
	Kiwi's Sprint for Global Sales
	NIWES SIGNAL TOLE GROUND SALES

	Kiwi's Cramped Manufacturing Footprint111Kiwi's Race Turns Uphill112Choosing Where to Run113Running with Risk, but How Much?114Selecting a Race Support Team116Time to Relax—For a Moment117Discussion Questions118
Part 3:	Risk and Uncertainty in the Supply Chain
CASE 9	Innovative Distribution Company: A Total Cost Approach
	to Understanding Supply Chain Risk
	Introduction
	Learning Objective and Appropriate Audience
	New Product Sourcing Details
	Domestic Supplier Details
	Global Supplier Details
	Discussion Questions
	Endnotes
CASE 10	Humanitarian Logistics: Getting Donated Foods from
	Switzerland to Zambia
	Case Overview/Background
	Routing of Shipment
	Shipment Details
	Transportation Documentation
	Receipt of Goods in Lusaka
	Transportation from Customs to the House of Moses
	Allocation of Foods to Other Aid Organizations
	Goods Turnover Program
	Repositioning of Container II141
	Concluding Activities of the Logistics Project141

Part 4:	The Functions	147
CASE 11	Breaking Ground in Services Purchasing	149
	Background	149
	Purchasing Reorganization	
	Category Management	
	Legal Spending	
	Meeting with Legal Department	154
	Discussion Questions	154
	Endnotes	155
CASE 12	Lean at Kramer Sports	165
	Kramer Sports	
	The Employee-Owned Cooperative	
	Factory Operations at Kramer	
	Tough Times	
	Lean Implementation at Kramer	
	One-Year Update	
	Wilcox's List	
CASE 13	UPS Logistics and to Move Toward 4PL—or Not?	173
	Introduction	173
	Industry Environment and Business Model Context	
	UPS Logistics Approach to 4PL	
	Managing the Change Process	
	Changing Economics and Coordination	
	Sample Client Relationship: Cisco Systems	179
	Discussion Questions	
	Endnotes	180
	Index	187