2008 AMR Research Top 25 Supply Chains

Apple
Nokia
Dell
Procter & Gamble
IBM
Wal-Mart Stores
Toyota Motor
Cisco Systems
Samsung Electronics
Anheuser-Busch
Pepsico
Tesco
The Coca-Cola Company
Best Buy
Nike
Sony Ericsson
Walt Disney
Hewlett-Packard
Johnson & Johnson
Schlumberger
Texas Instruments
Lockheed Martin
Johnson Controls
Royal Ahold
Publix Super Markets

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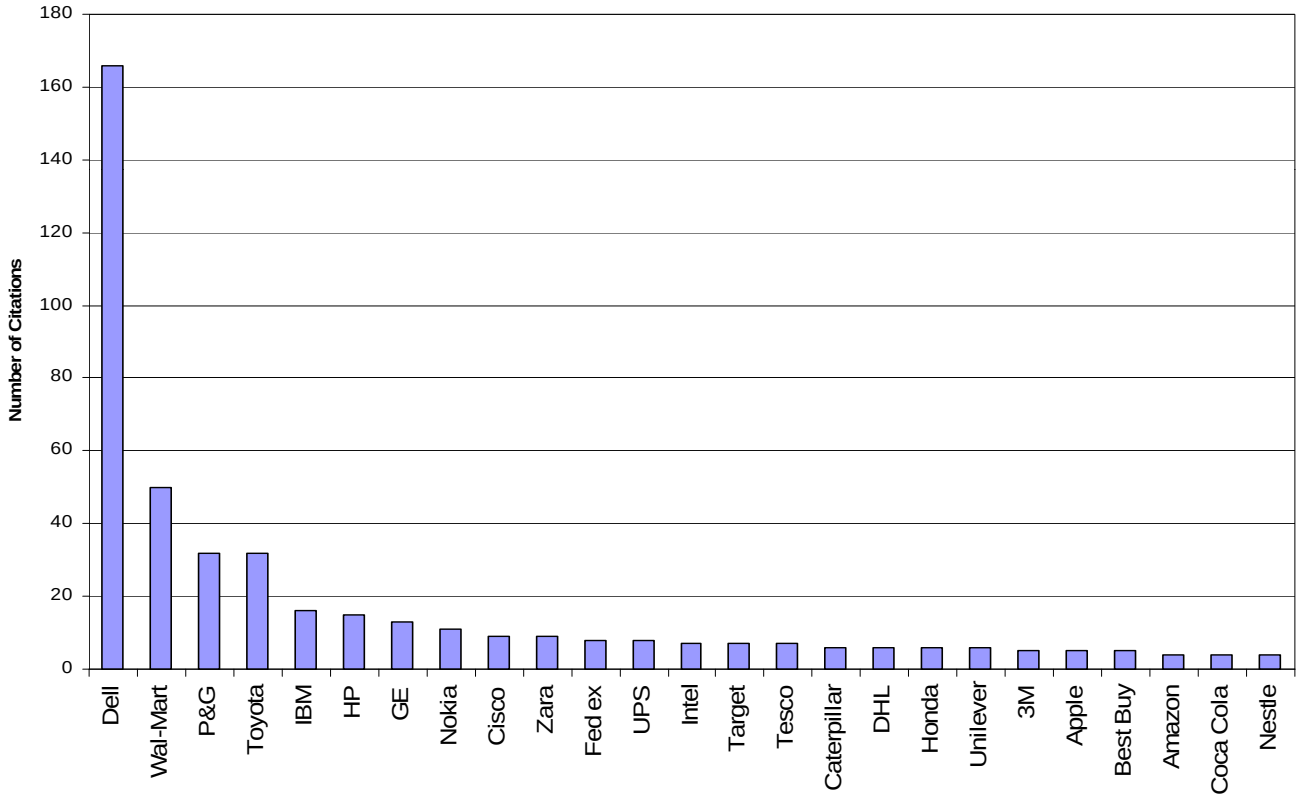
Best-in-Class Companies as perceived by Survey Responses



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Top Supply Chain Companies cited by Multiple Sources in Either 2007 or 2008

	Number of times cited		2007			2008			
Company	**2007**	**2008**	**AMR**	**Our Survey**	**MSU MBA**	**AMR**	**Our Survey**	**MSU MBA**	**SCD**
3M	0	2				1	1		
Amazon.com	1	2		1			1	1	
Anheuser-Busch	2	2	1		1	1		1	
Apple	3	3	1	1	1	1	1	1	
Best Buy	3	3	1	1	1	1	1	1	
Boeing	1	1		1		1			
Caterpillar	0	2				1	1		
Cisco Systems, Inc.	2	3	1	1		1	1	1	
Coca-Cola, Co.	1	4	1			1	1	1	1
Costco	0	2						1	1
CVS	0	2						1	1
Dell Inc.	1	3		1		1	1	1	
Hewlett-Packard	2	2	1	1		1	1		
Honda Motor	0	2				1	1		
IBM	1	2	1			1	1		
Intel	0	2				1	1		
Johnson & Johnson	2	2	1	1		1	1		
Kimberly-Clark, Co.		2			1			1	1
Kraft Foods		2					1		1

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Top Supply Chain Companies cited by Multiple Sources in Either 2007 or 2008

	Number of times cited		2007			2008			
Company	**2007**	**2008**	**AMR**	**Our Survey**	**MSU MBA**	**AMR**	**Our Survey**	**MSU MBA**	**SCD**
Kroger Co.		2						1	1
Motorola	2	2	1	1		1	1		
Nestle		2					1		1
Nike		2	1			1	1		
Nokia	2	3	1		1	1	1	1	
Paccar	2		1		1	1			
Pepsi Co. Inc.		3	1			1		1	1
Procter & Gamble		2	1			1			1
Publix Super Markets Inc.		3	1			1		1	1
Rockwell Collins Corp.		2					1	1	
Super Value		2						1	1
Target		4		1		1	1	1	1
Tesco		2	1			1	1		
Toyota Motor	2	2	1	1		1	1		
Unilever Group		3					1	1	1
Wal*Mart	2	4	1	1		1	1	1	1
Walgreens		2				1		1	
Zara		2		1			1	1	

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Summary Comparison: Leaders, Followers, and Laggards

Leaders	Followers	Laggards
• Have an executive in charge of SCM	• Assign responsibility to a willing manager	• Assign supply chain to sourcing or logistics
• Develop a SC plan as part of a business plan	• Build SC initiatives into meeting business objectives	• Chase cost improvement and call it supply chain
• Spread best practices across the network	• Keep best practices within four walls	• Don't document best practices
• Involve external advisors to enhance processes	• Resist sharing data externally	• Believe that seeking external advice is a weakness
• Use metrics that are customer-centric	• Base metrics on volume and throughput	• Metrics support a "push" system stuck in "local" perspective
• Bring global aspect to supply chain	• Still working on an enterprise view	• Getting internal ops under control

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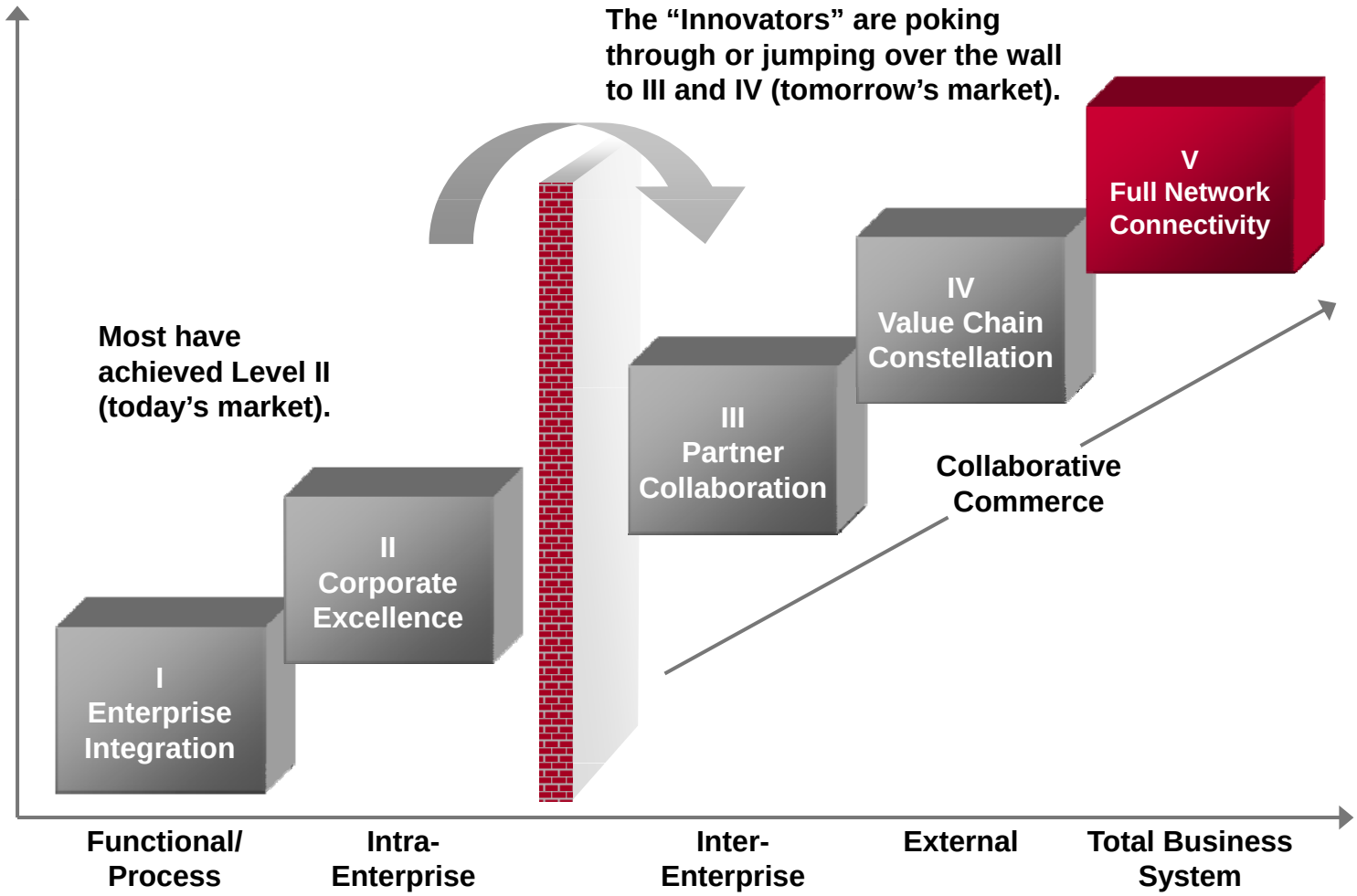
Supply Chain Maturity Model



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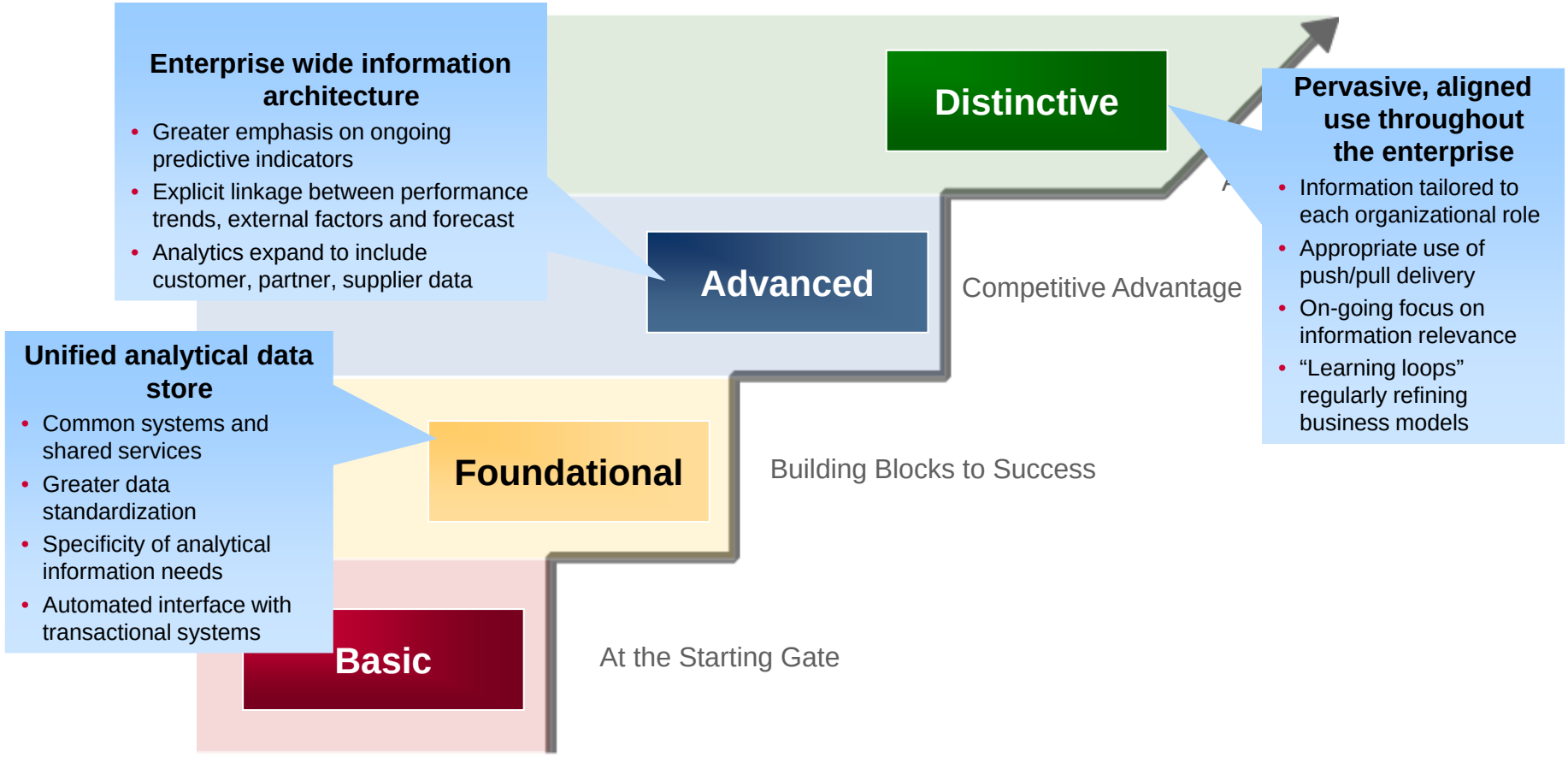
Performance Intelligence



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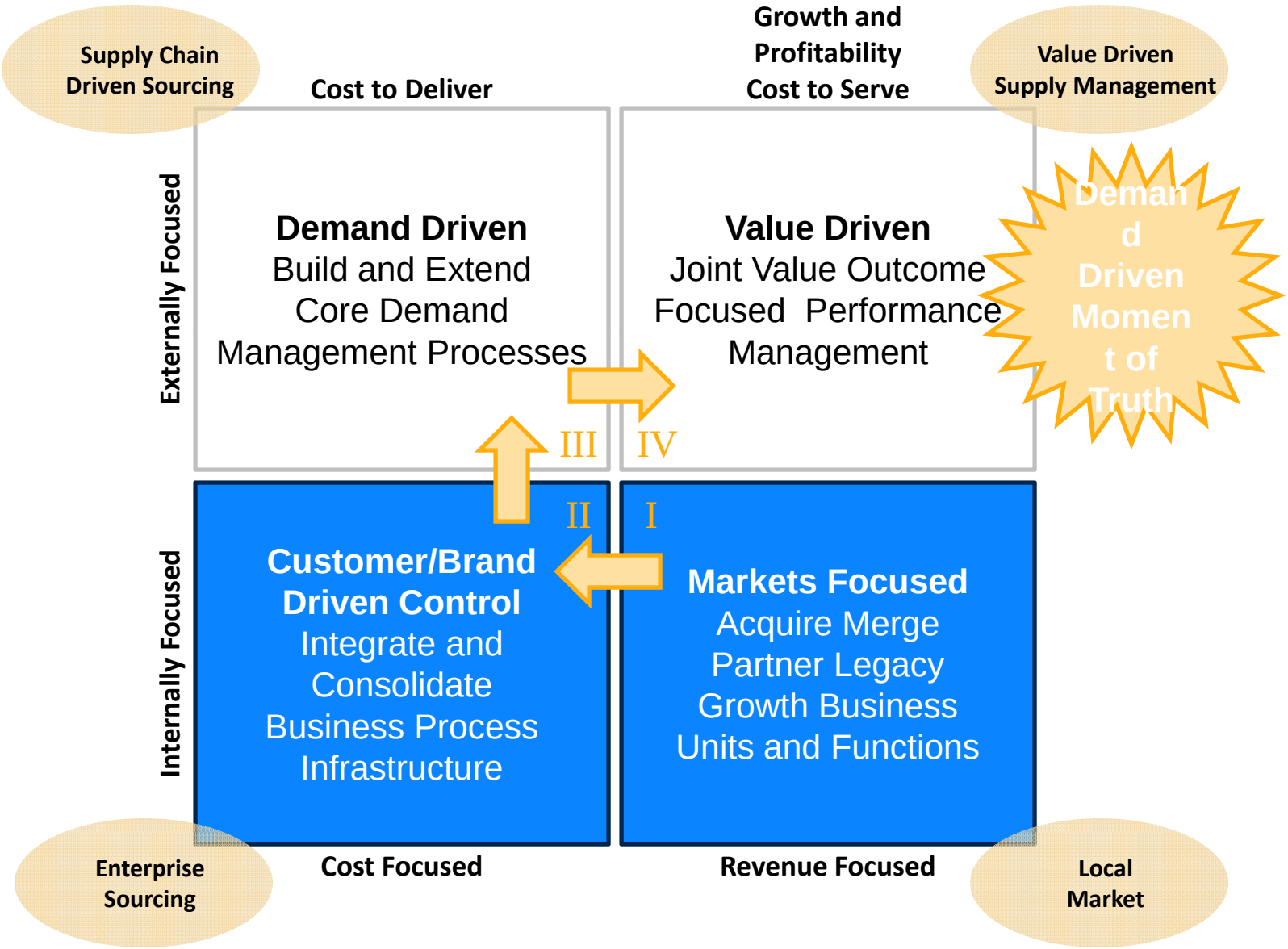
The Global Sourcing Transformation



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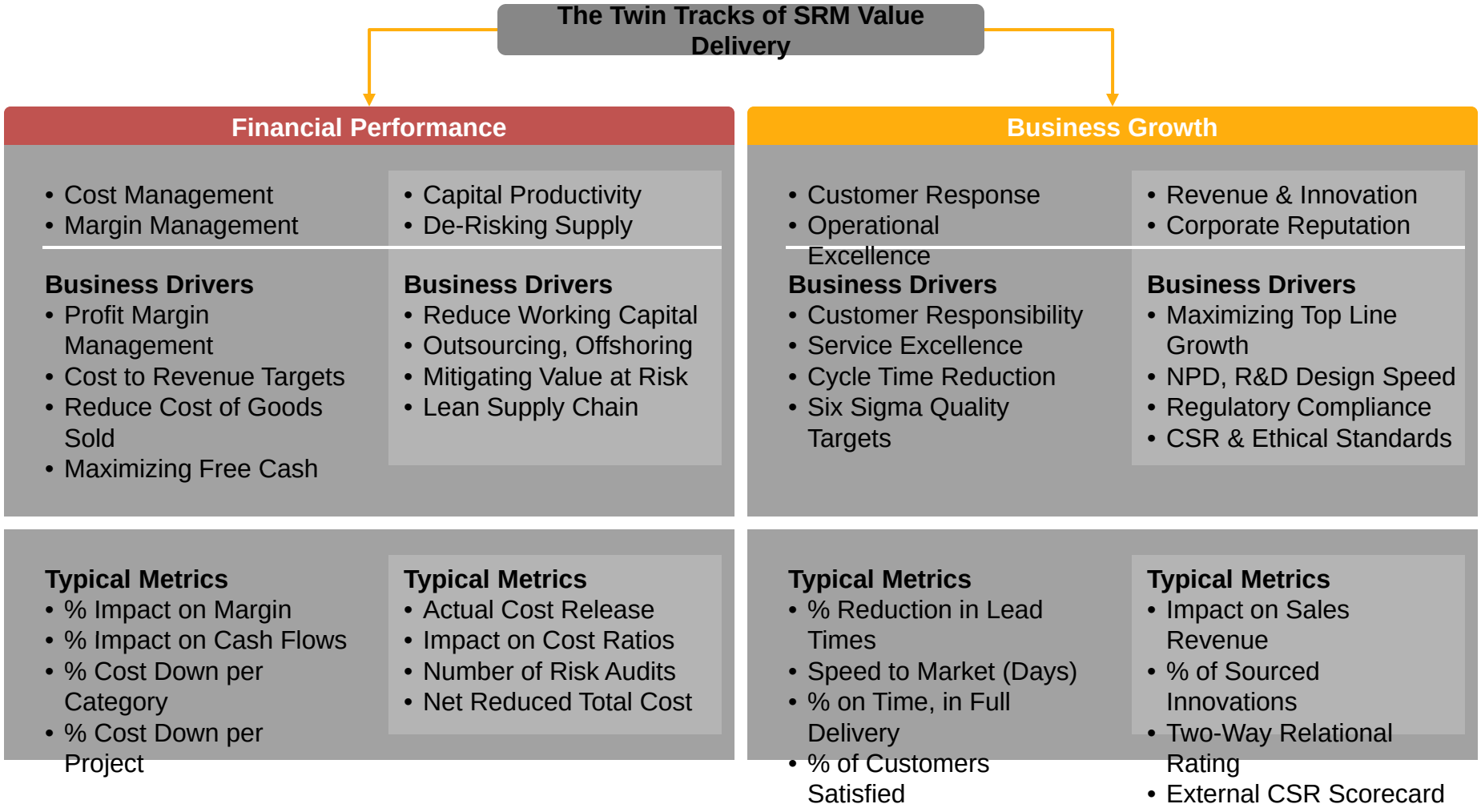
The Drivers of Strategic Supplier Management



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Barriers to Effective Collaboration

Barrier	Barrier Breakers
Relational and cultural barriers	• Long term values and orientation • Common, explicit, high level goals • Focus on the customer or opportunity • Training in various social and cultural norms • Shared desire to develop trust
Organizational and hierarchical barriers	• Cross-functional team structures • Permeable organizational boundaries • Peer to peer access
Physical and temporal barriers	• Co-location • Communications technologies
Knowledge, information, and data management systems related barriers	• Standardized knowledge codification • Identification and location of “experts” in partnering firms • Compatible information systems

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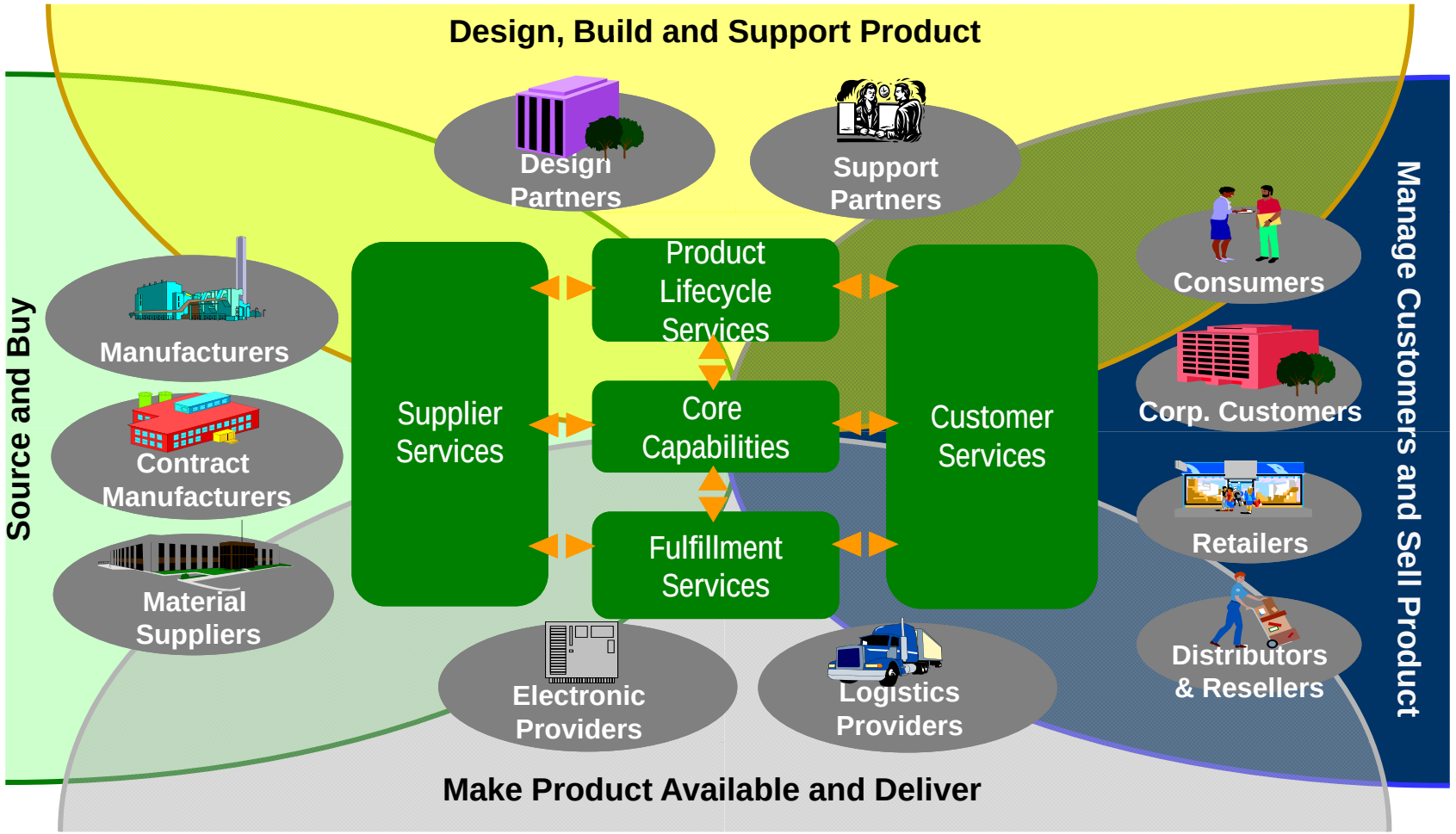
Integrated Value Chain



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