Supply chain management (SCM) is a field that is grounded in practice. In this course we will study many mathematical models that aid in making SCM decisions. Unfortunately, though, SCM decision environments are often much more complex than the scenarios under which these models were developed. Consequently, it is important to understand how companies are using the models and concepts we will discuss in class in order to streamline their supply chains. The following set of articles each highlight one company’s exciting, cutting-edge efforts that have resulted in operational improvement and cost savings.

Assignment
Read two of the following articles and write a summary that addresses, at least, the questions and points listed below the article. You must turn in one of these summaries before the midterm exam and another one before the final exam. My suggestion is for you to skim all of the articles and determine the ones that interest you the most. I specially chose these articles from varied industries so that everyone can hopefully find two articles that interest him or her.

Obtaining the Articles
Each of these articles is available electronically (in either .pdf or .html form) via the Georgia Tech Library’s website. On the library’s site, find the journal in the “E-Journals” section. Use the EBSCOhost, Extenza, or ProQuest ABI Complete databases to access the various issues of the journal.

Guidelines
Your summary should be approximately 2 pages long, use between a 10 point and 12 point font, and have margins between 0.5 in. and 1.0 in. You should clearly state which article you are summarizing in the introductory paragraph. Any additional references\(^1\) used should be listed at the end of the summary and cited in the body of the paper. All direct quotations must be explicitly indicated as such by enclosing them within quotation marks. Any plagiarism consisting of the failure to cite quotations\(^2\) will result in a grade of 0 on the assignment.

Grading
You will be graded equally on the clarity of your summary and insights as well as the quality of your writing. Please take the time to proofread your papers before you turn them in!

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\(^1\)You do not need to use any additional references, but feel free to do so if it helps your paper.

\(^2\)Remember, I have read all of these articles, so plagiarism is especially easy to spot on this assignment!
Articles

Article 1 Eastman Kodak


- Why did Eastman Kodak undertake this supply chain redesign?
- Identify the major trade-off that Eastman Kodak faced.
- Discuss the new service parts supply chain network and contrast it with the old design.
- How did Eastman Kodak address their three key value propositions (velocity, value, and visibility)?
- How did Eastman Kodak obtain support for the project from its field engineers?

Article 2 Zara (Designer Clothier)


- How does Zara’s supply chain (seemingly) operate contrary to established supply chain best practices?
- How do Zara’s physical operations and corporate culture facilitate the sharing of information?
- How does Zara coordinate its supply chain to operate according to a firm schedule?
- Why does Zara maintain extra production and distribution capacity in its network?
- Provide several examples of policies that suggest Zara is considering supply chain optimality instead of functional-area optimality.

Article 3 7-Eleven


- Why was 7-Eleven performing so poorly in the United States while 7-Eleven Japan was successful in the 1980s?
- Discuss how 7-Eleven’s advanced technology enables its stores to satisfy customers more effectively than they could before.
- How does 7-Eleven’s distribution network design allow for orders as small as one unit to be fulfilled overnight and cost effectively?
- Explain the impact of store-manager-level empowerment on customer demand fulfillment.

Article 4 Hewlett-Packard

- Why is the value of HP’s returned products especially sensitive to time? How was this dependency quantified in the study?
- Describe HP’s original returns process, and identify the built-in obstacles to value generation.
- How did the outsourced design and manufacturing supplier cause a bottleneck that eroded the value of the refurbished products?
- Discuss the simple, back-of-the-envelope analysis that was used to gain HP management’s support.
- Summarize the recommendations provided for managing time-sensitive returns.

**Article 5 Wendy’s**


- Why did Wendy’s seek a partnership with Tyson Foods after their prior relationships had dissolved?
- Briefly describe the suggested methodology for facilitating the meeting at which a proposed partnership is discussed.
- How does the compatibility of the four key facilitators (corporate culture, managerial philosophy, mutuality, and symmetry) between the firms affect the success of a supply chain partnership?
- Summarize the value that Wendy’s has realized from its partnership with Tyson Foods.

**Article 6 Matsushita**


- Why was Matsushita at a competitive disadvantage because of its supply chain design?
- Briefly describe the steps Matsushita undertook to redesign its supply chain.
- How did Matsushita establish service to the logistically-challenging inland China market?
- Other than the cheaper manufacturing labor, what benefits did Matsushita realize from its Chinese operations?

**Article 7 The Public Health Institute**


- Describe the drug allocation problem faced by the Public Health Institute in California.
- How did the optimization model incorporate the three measures of performance in a non-profit problem setting—efficiency, effectiveness, and equity?
- Briefly outline the three main components of the online ordering and distribution system.
• How was the allocation heuristic modified to accommodate multiple package sizes for some drugs?

• Why did the centralized procurement operations in some regions pose problems for the original allocation mechanism? How was this problem resolved?

Article 8 Whirlpool


• How did Whirlpool answer the question, “What does it mean to be world-class in supply chain performance?”

• How was excellent service defined in the minds of Whirlpool’s customers?

• How did the project managers obtain internal support for the supply chain redesign?

• Describe Whirlpool’s pilot collaborative planning, forecasting, and replenishment (CPFR) initiative, and discuss the resulting improvement in forecast accuracy.

• What role did project management skills play in the success of Whirlpool’s supply chain redesign project?