

DYNAMIC SUPPLY CHAIN ALIGNMENT

A NEW BOOK BY JOHN GATTORNA AND FRIENDS, REVIEWED BY JO BUCHANAN

I HAVE BEEN KEEN to read John Gattorna's latest offering, *Dynamic Supply Chain Alignment*, but have procrastinated for a month or so, thinking I needed to find a clear block of time to dedicate to the book. This was not necessary.

Dynamic Supply Chain Alignment, written by John Gattorna and some of his trusted supply chain academic and industry 'friends', is an interesting and contemporary book, comprising 28 independent chapters. It is not a text book and does not demand you read it in chapter order, although I recommend Chapter 1 is read and understood first before dipping in and out as you choose.

Chapter 1 was my favourite chapter and leads us into John Gattorna's message that the key to successful, dynamic and innovative supply chains is people, specifically flexibility around all people within the supply chain. His dynamic alignment concept challenges traditional HR practices and recognises that the "...biggest problems occur at the interface between ... [strategy] and the internal cultural capability of the enterprise". Many will nod and murmur in agreement, but I live in hope that those in leadership positions will acknowledge what Dr Gattorna is saying and take action. I attended a lunch earlier this year and heard Richard Goyder, MD and CEO of Wesfarmers Limited speak of a similar human cultural challenge in the Wesfarmers conglomerate, reinforcing that

this thinking is evident in Australian business.

Changing tack in Chapter 1, Gattorna promotes biased key performance indicators as opposed to the almost 20-year old Balanced Scorecard thinking by Kaplan and Norton (1992). Kaplan and Norton's latest work in the area was brushed over but their new ideas around the office of strategy management and Chief Strategy Officers should have been acknowledged, as they align well with John Gattorna's strategy - cultural capability challenge. I like biased KPIs, but thought it was rushed and would have liked to have read more about the theory.

Throughout the chapters, Gattorna and friends promote agile supply chains, flexibility and three-dimensional models as opposed to a flat supply chain. The team challenge the accepted theories of collaboration and lean. They are not dismissive, simply asking us to consider if we have created clichés in the supply chain and recommending care when and where collaboration and lean strategies are deployed.

There is something for everyone. Supply and Operations Planning (Scott Githens); Reverse Logistics (John Gattorna and Deborah Ellis); Pricing (Chung Chee Kong); Performance Management (Linda Nuthall); Decision Support Tools (Deborah Ellis); 3PL (Jeremy Clarke and John Gattorna); and Supply Chain Knowledge Management (Kate Andrews). I enjoyed the chapters on humanitarian and military supply chains (Kate Hughes, Kim Winter and Michael Whiting), probably because I have a particular interest in this area.

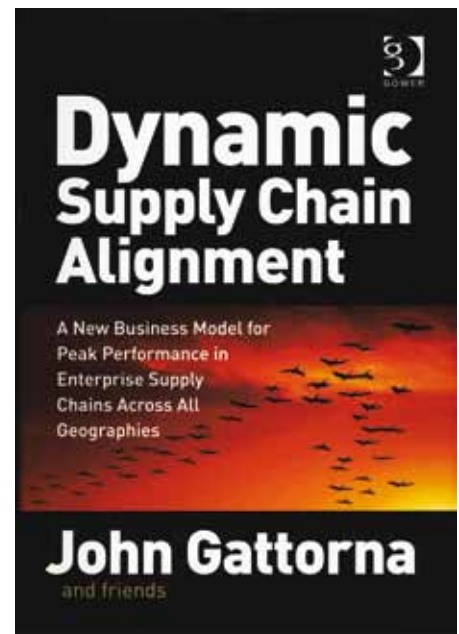
The "Alignment Insights" at the end of each chapter are a great way to reinforce the

thoughts and messages of each chapter.

John Gattorna's message is clear. Supply chains pervade every enterprise on earth and we must embrace new and dynamic ways of managing them.

I highly recommend this book. This is one of the best books I have read on supply chain, challenging theories and encouraging the reader to consider a broader, more flexible model. I enjoyed it and will be reading it again!

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