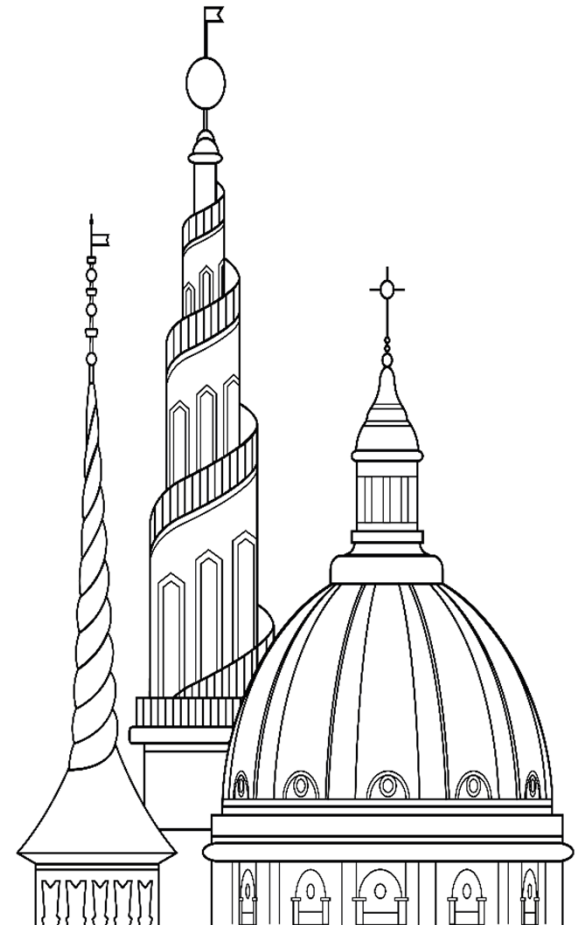


**DIS** STUDY ABROAD  
IN SCANDINAVIA

# Introduction

Andreas Wieland

**DIS** STUDY ABROAD  
IN SCANDINAVIA



# Andreas Wieland



**Journal of Supply Chain Management** Co-Editor-in-Chief

📅 2022–ongoing

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**Technical University of Berlin** Research Assistant, Postdoc

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**University of Münster** Master Studies in Information Systems

📅 2002–2006 📍 Münster DE

Supply Chain Management

Risk Management

Resilience

Transformation

Surveys

Case Studies

Systematic Literature Reviews

# Deng Xiaoping's Visit to the U.S. in 1979



In January/February 1979, Deng Xiaoping, China's Vice Premier, visited the United States. Less than three years after Mao Zedong's death, the visit marked a turning point in Americans' views of Communist China.

Deng's 1979 official visit to the United States came shortly after the two countries normalized relations on January 1. U.S. President Jimmy Carter had made the politically risky decision to formally end three decades of diplomatic difficulties.

In May, 1979, the United States and China initiated a long-sought trade agreement, paving the way for greater American access to the vast Chinese market and for expanded Chinese exports to the United States. Globalization was born.

Source: Silk (1979), <https://www.nytimes.com/1979/05/15/archives/uschina-trade-pact-is-initiated-strain-evident-but-mrs-kreps.html>  
Taylor (2015), <https://www.washingtonpost.com/news/worldviews/wp/2015/09/25/how-a-10-gallon-hat-helped-heal-relations-between-china-and-america/>



# What Is “Global” About Global Supply Chains?



Globalization

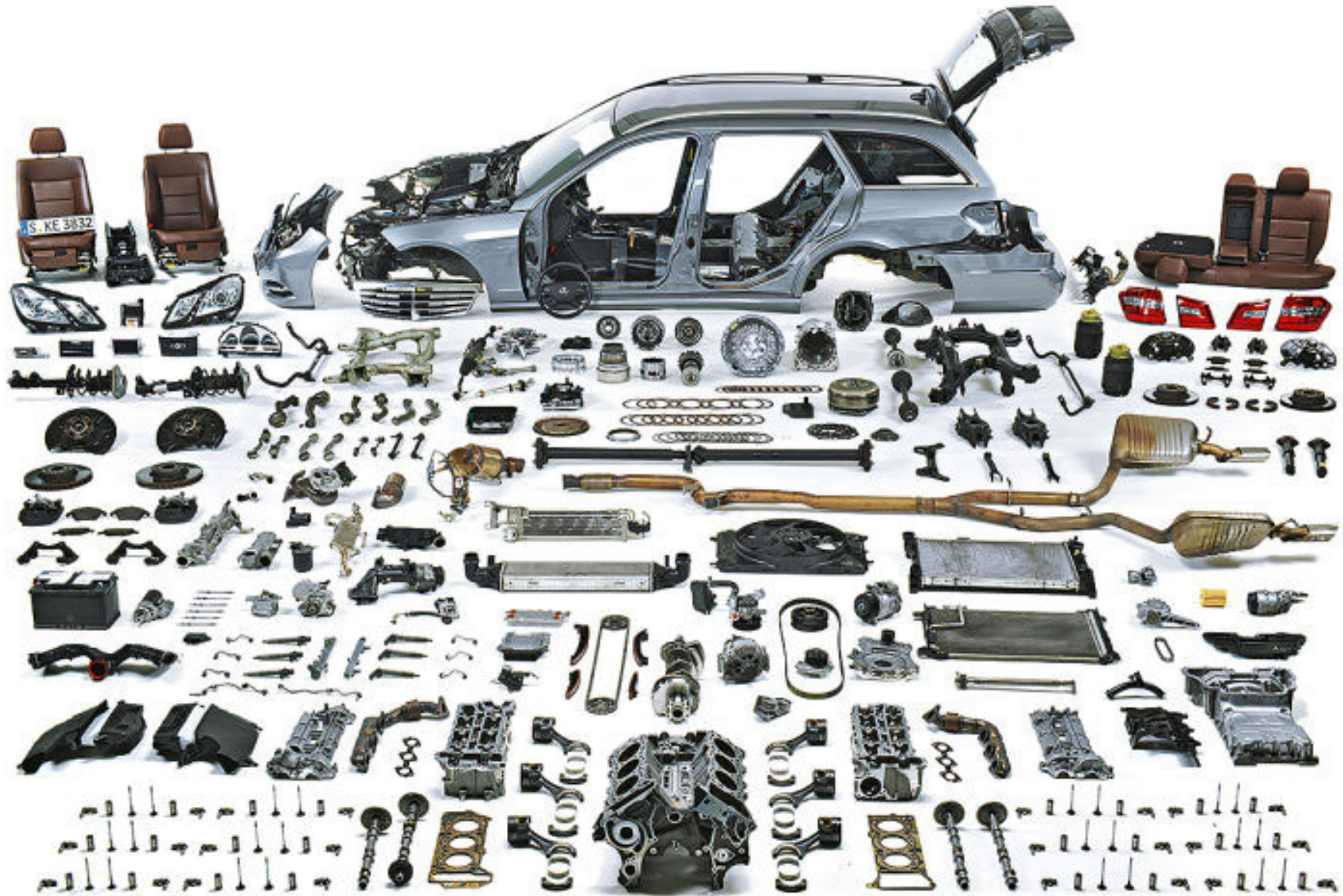
The globalization of production and trade fuels the growth of industrial capabilities in a wide range of developing countries.



Vertical Disintegration

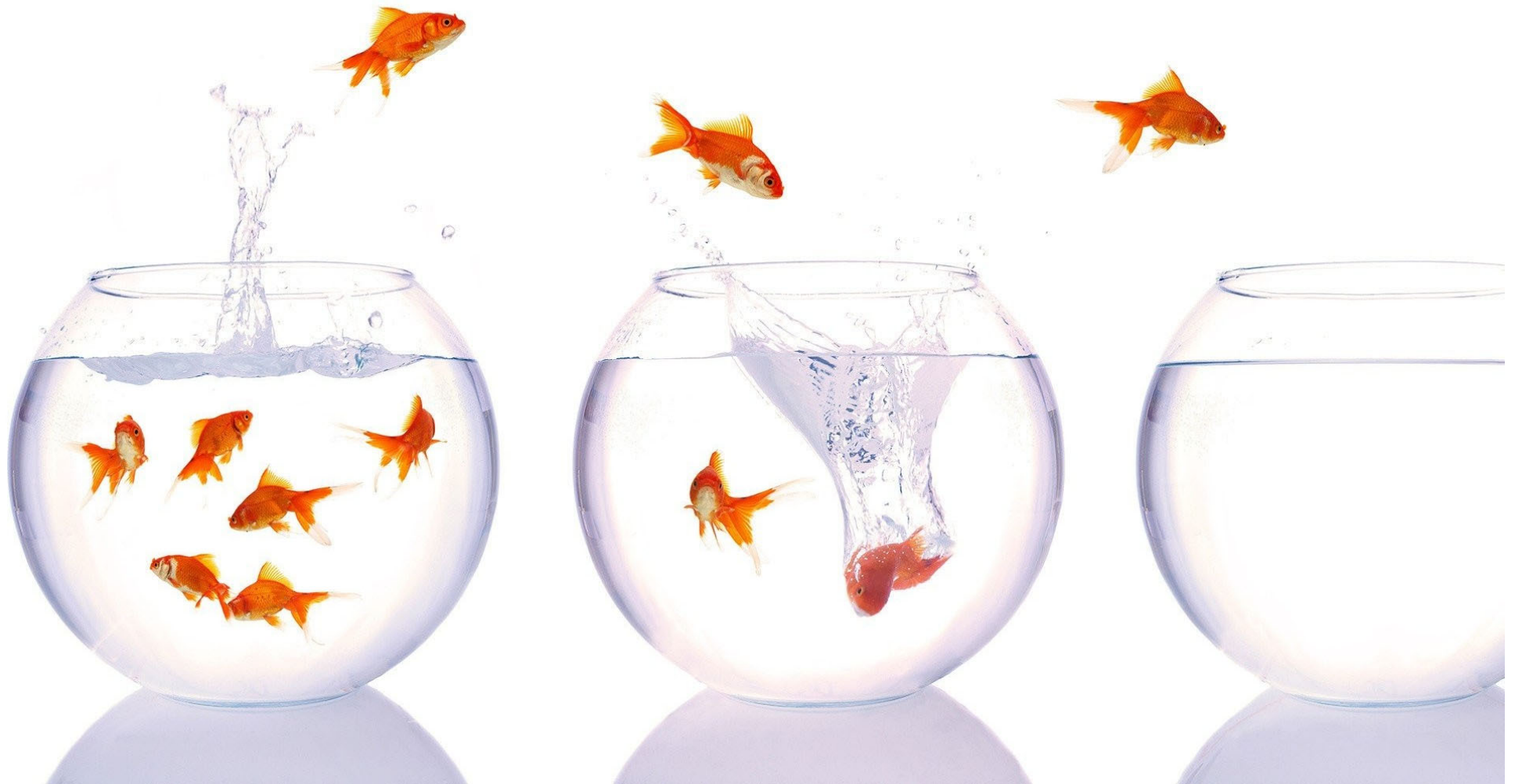
The vertical disintegration of transnational corporations redefines core competencies and reduces direct ownership over “non-core” functions.

# Manufacturing Products Requires Complex and Dynamic Processes

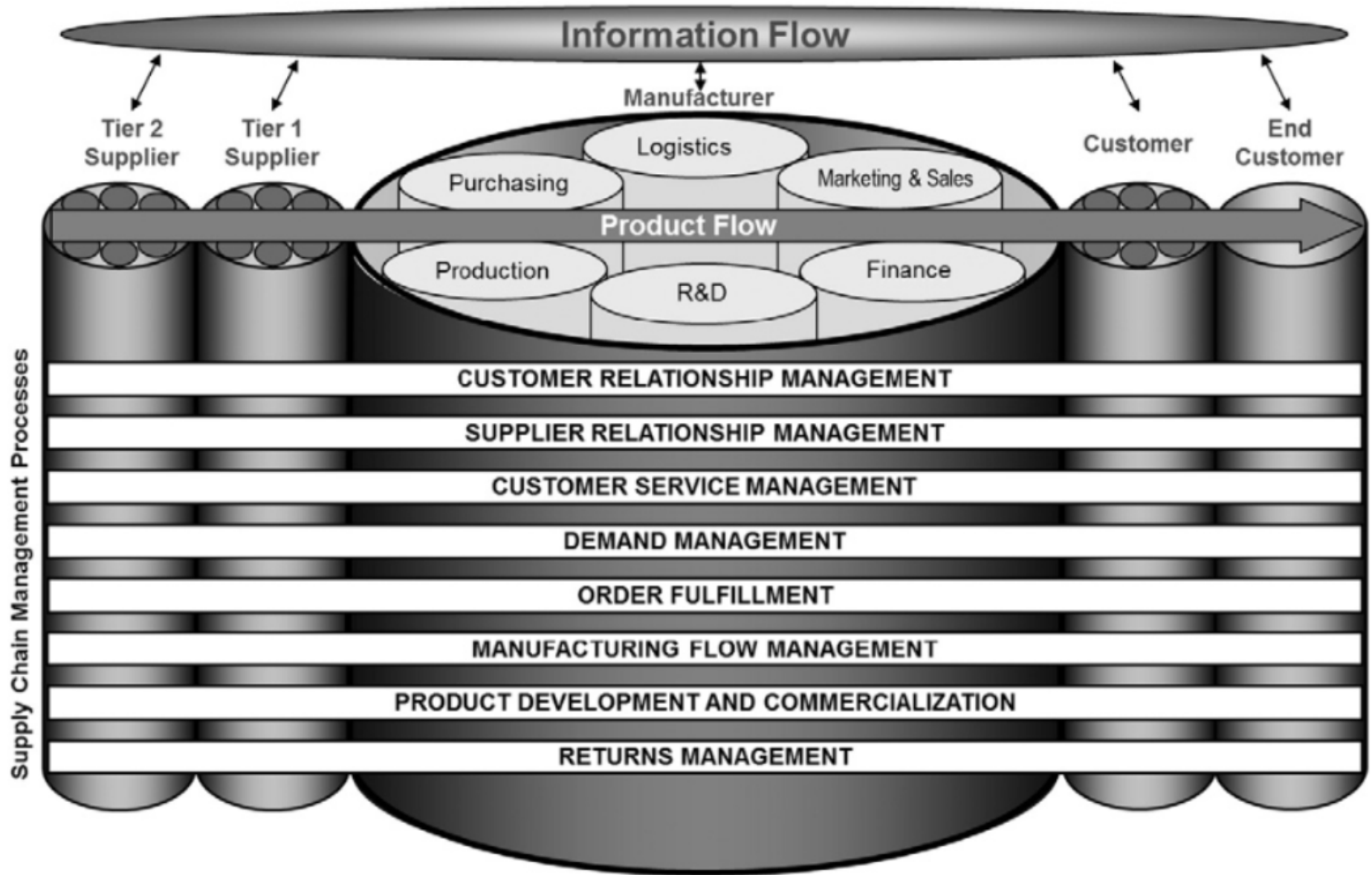




# Tearing Down the Functional and Organizational Silos



# Integrating and Managing Business Processes across the Supply Chain



Source: Lambert & Enz (2016), <https://doi.org/10.1016/j.indmarman.2016.12.002>

# Why Supply Chain Management Matters



Your Organization

First-tier Suppliers

Second-tier Suppliers

Third-tier Suppliers

Fourth-tier Suppliers

⋮

Raw Material Suppliers



# More Recent Definitions of Supply Chain Management Go Beyond One Organization

## Supply Chain Management

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*“The management of upstream and downstream relationships with suppliers and customers in order to deliver superior customer value at less cost to the supply chain as a whole.”*

Christopher (2016), p. 3, ISBN 9781292083797

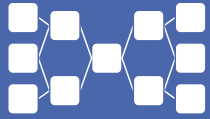
## Supply Chain Management

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*“the systemic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole.”*

Mentzer et al. (2001), <https://doi.org/10.1002/j.2158-1592.2001.tb00001.x>

# Characteristics of SCM as a Management Philosophy



A **systems approach** to viewing the supply chain as a **whole**, and to managing the total flow of goods inventory from the supplier to the ultimate customer.



A **strategic orientation toward cooperative efforts** to synchronize and converge intrafirm and interfirm operational and strategic capabilities into a unified whole.



A **customer focus to create unique and individualized sources of customer value**, leading to customer satisfaction (based on the synchronization of SC activities).

# Coordinating Sales Promotions between Manufacturer and Retailer



## Old Process

- Limited coordination regarding forecasting and replenishment
- Shortages, overstock after the end of a promotion
- Inefficiencies and a lack of standards when communicating
- Henkel has insufficient access to dm's inventory data

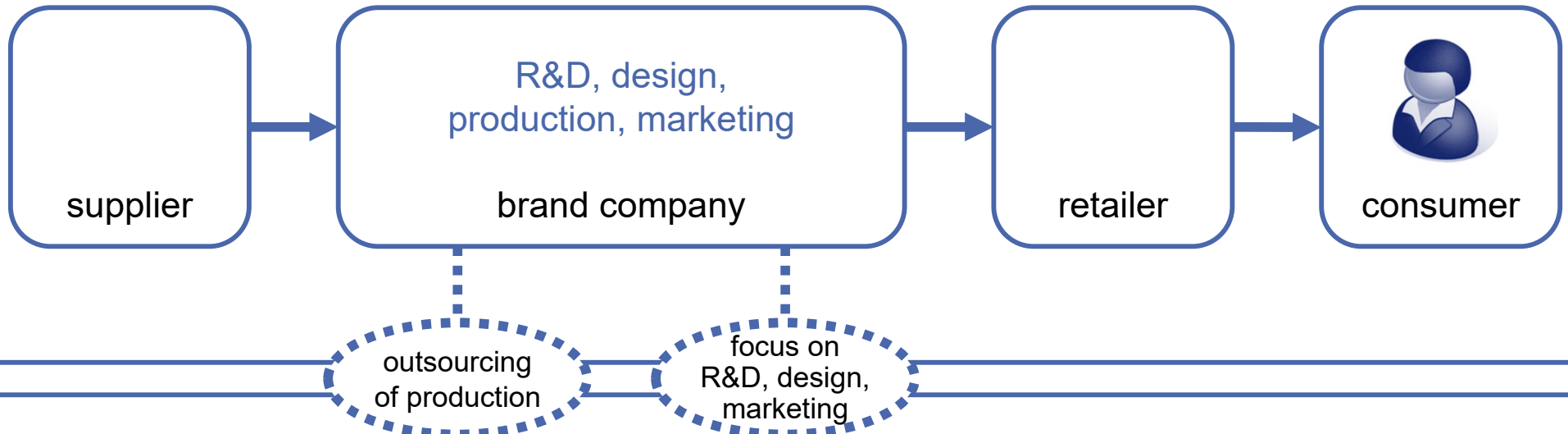
## New Process

- Synchronization of forecasting and replenishment processes
- Integration of activities of the supply and demand side
- Use of an Internet-based workflow ("market place")
- Using joint performance indicators to evaluate success



# Contract Manufacturing

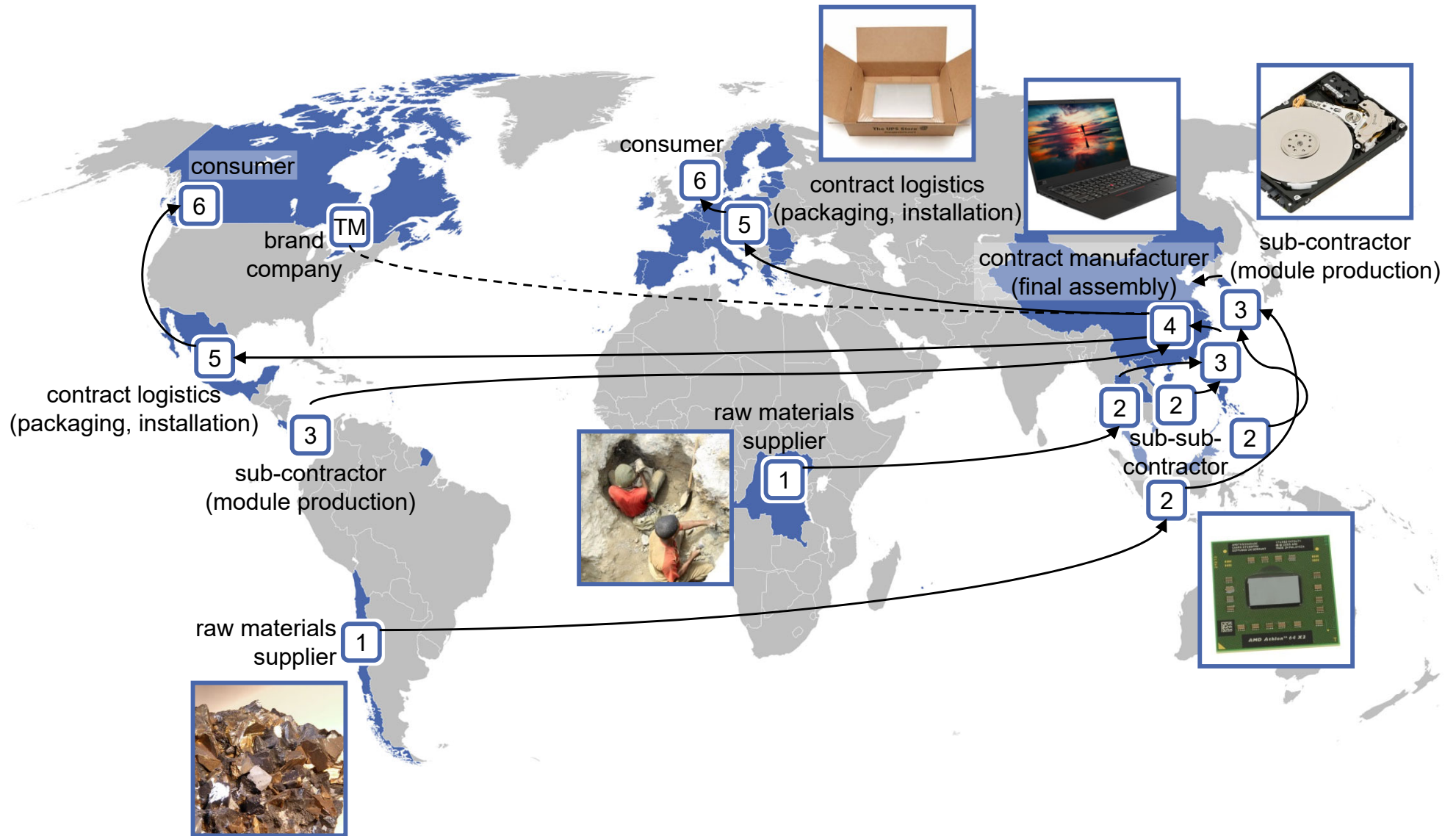
## Traditional Division of Labor



## Focus on Core Competencies



# The Supply Chain of a Computer



# Group Discussion

1

- Why are computers typically assembled in China? Why not in the U.S. or Denmark?

2

- Why are computers packaged in Czechia? Why not already in China and why not in Denmark? Isn't that an incredible detour to send everything to Czechia first? Why does it still make sense?

3

- What modes of transport should be used? How long does it take to move a container from Hong Kong to Hamburg and then further to Copenhagen?

4

- How would you calculate the supply chain-wide CO<sub>2</sub> emissions of a computer?



# Contact



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