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STRATEGIC SUPPLY CHAIN MANAGEMENT

Faculty
Dr. Shardul Phadnis



11 June 2024
9:00am – 5:00pm



RM 2,500
before SST



Program Overview

Supply chains have been receiving deserved attention since the beginning of the COVID-19 pandemic – either because of their disruptions affecting product and service availability or because of their critical role in vaccine distribution globally. This has made visible the important role supply chains play in enabling competitiveness of companies as well as nations and states.

In a McKinsey survey in 2021, a whopping 92 percent of global supply chain leaders mentioned that they had taken steps in the past year to adapt their supply chain to make them more resilient. Importance of such strategic management of supply chains is not limited to the pandemic response. It is a prime target for change and innovation under the Fourth Industrial Revolution (i.e., IR4.0).

An important question for an executive to ask is, “do we have the right supply chain for our company?” To answer this question, we need to know what it means to have the right supply chain. In this program, you will learn, through hands-on exercises, two frameworks – Marshall Fisher’s Supply Chain Strategy and SCOR Model by APICS – to help assess whether a company has the right supply chain and how to change it to be more effective. Using an in-depth case, you will learn how different parts of a supply chain are designed and integrated to create an effective business model. Building on this foundation, the program will introduce you to a third framework – Triple-A Supply Chains by Prof. Hau Lee – that explains what additional qualities supply chains need to succeed in dynamic business environments.

The World Economic Forum says “operations and supply chain leaders would make great CEOs” because the functions they lead (1) make or break businesses, (2) are leading digital transformation, and (3) address balanced stakeholder capitalism. Whether you are already working in an operations or supply chain function, or considering moving to it as a step in your career progression, this program will help you see how supply chain operations create value for a company.

Learning Outcomes

At the end of the program, participants will have learned:

- An introduction to supply chain design and operations
- The relationship between supply chain strategy and business strategy (Fisher's framework)
- Supply chain segmentation
- Dynamic supply chains: Agility, adaptability, and alignment (Triple A supply chain framework)

Who Will Benefit?

- **Supply Chain and operations managers** responsible for managing, supervising, and reporting on supply chains and logistics and looking to advance their career through supporting organizational sustainability goals.

Faculty



Dr. Shardul Phadnis is an Associate Professor of Operations and Supply Chain Management at the Asia School of Business. Previously, he served as the Associate Professor and Director of Research at MIT SCALE Network's Malaysia Institute for Supply Chain Innovation. His research explores the intersection of supply chains and strategic management: how organizations create value by orchestrating supply chain operations and how strategy processes influence adaptability of supply chain structures and processes.

His book "Strategic Planning for Dynamic Supply Chains: Preparing for Uncertainty Using Scenarios" describes applications of scenario planning in three in-depth cases involving strategic supply chain planning in businesses and long-range planning in governmental transportation planning agencies. Shardul's current research examines supply chain resilience through vigilance enabled by scenario planning, value creation by managing operational uncertainty in supply chains, and analysis of end-to-end supply chain configurations. He received the Giarratani Rising Star Award for the year 2015 from the Industry Studies Association for his research in apparel supply chains.

Shardul holds a Ph.D. in Engineering Systems from the Massachusetts Institute of Technology. He teaches graduate-level courses in logistics management and supply chain strategy, as well as scenario planning and supply chain management in executive education.



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