Design Thinking in Enterprise Supply Chains

Edward Sweeney
Technological University Dublin, edward.sweeney@tudublin.ie

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Design Thinking in Enterprise Supply Chains

Edward Sweeney
Singapore, June 13th 2012

Agenda

1. Falling Into Supply Chain Design!
2. SCM: Drivers and Economic Volatility
3. Design Thinking in SCM
4. Some Concluding Remarks
### Day 0 – Tuesday 12 June 2012

**13:00 – 14:00**
**Press Conference**
Dress: Business casual
- The Board Room, Lower Lobby Level, The Fullerton Hotel

**14:00 – 17:00**
**Special 3PL Alliance Forum**
- The Board Room, Lower Lobby Level, The Fullerton Hotel

**19:00 – 22:00**
**Private dinner for sponsors**
Dress: Jacket / Tie
- The Straits Room, Level 4, The Fullerton Hotel

### Day 1 – Wednesday 13 June 2012

**Summit venue Ballroom 2, Lower Lobby Level, Fullerton Hotel**

**07:30 – 08:30**
**Registration**
Dress: Business casual

**08:30 – 08:35**
**Call to order**
Ralph Evans (MC)

**08:35 – 09:00**
**Welcome and Opening Address**
Teo Ser Luck, Minister of State for Trade and Industry, Singapore – Guest of Honour

**09:00 – 09:15**
**2012 Summit Theme**
Dr John Gattorna, Summit Director

**09:15 – 10:45**
**PANEL 1: DESIGN THINKING IN ENTERPRISE SUPPLY CHAINS.**
Design thinking applied in the context of supply chains brings a new and creative edge to designing supply chains, and sees them as innovative and human-centred social networks - a far cry from the conventional mechanistic approach adopted by many contemporary enterprises. And that is the problem we seek to overcome.

**10:45 – 11:15**
Morning break and share ideas

**11:15 – 12:45**
**PANEL 2: TRANSFORMATION.**
Many have tried but few have succeeded. Transforming enterprise supply chains means transforming the entire enterprise. This clearly has major implications for the leadership of the enterprise, and its ability to shape the necessary subcultures to ensure successful execution of intended strategy.

**12:45 – 14:00**
Lunch and relax
### Day 2 – Thursday 14 June 2012

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>07:30 – 09:00</td>
<td><strong>Schneider Electric Breakfast</strong></td>
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<td></td>
<td>PANEL 5: INFLUENTIAL WOMEN DRIVING GLOBAL SUPPLY CHAINS.</td>
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<td>Women are increasingly playing pivotal leadership roles in private, and public enterprises and the armed forces, at a global level. This panel is comprised of women who have all achieved great success in their careers in the supply chain field, and in the process, demonstrated exceptional leadership. The objective of this session is to share their experiences and challenges along their respective journeys to where they are today, and take a look at what lies ahead.</td>
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<tr>
<td>09:00 – 09:15</td>
<td>Vacate room while staff clear tables after breakfast</td>
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<td>09:15 – 10:45</td>
<td><strong>PANEL 6: ALIGNMENT.</strong></td>
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<td>Learnings from enterprises that have applied ‘dynamic alignment’ thinking to their respective businesses, across an array of institutional types, industries, and geographies. What tangible difference has this new business model really made?</td>
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<tr>
<td>10:45 – 11:00</td>
<td>Morning break and share ideas</td>
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<tr>
<td>11:00 – 12:30</td>
<td><strong>PANEL 7: NEW BUSINESS MODELS AND ORGANIZATION DESIGNS FOR ENTERPRISE SUPPLY CHAINS.</strong></td>
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<td>What have the various business models and organizations tried to date, and how have they lifted operational and financial performance? Is the effort to transform worth the reward?</td>
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<tr>
<td>12:30 – 13:00</td>
<td>Take ‘Box’ lunch and head for your chosen recreational venue</td>
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<tr>
<td>Time</td>
<td>Activity</td>
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<tr>
<td>13:00 – 19:00</td>
<td>Recreation or free time</td>
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<td>13:00-18:00</td>
<td><strong>Golf Sentosa Golf Club, Tanjong Course</strong></td>
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<td>13:00-17:30</td>
<td><strong>Tour 1: Multi-Cultural Experience</strong></td>
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<td>13:00-18:00</td>
<td><strong>Tour 2: Changi Museum and Kranji War Cemetery</strong></td>
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<tr>
<td>19:00 – 19:30</td>
<td>Pre-dinner drinks</td>
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<td>19:30 – 23:00</td>
<td><strong>SSI-Schaefer Gala Dinner</strong></td>
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### Day 3 – Friday 15 June 2012

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<tr>
<th>Time</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>07:30 – 09:00</td>
<td><strong>SP Jain Center of Management breakfast</strong></td>
<td><strong>PANEL 8: LEADERS’ FORUM – CEO PERSPECTIVES ON ENTERPRISE SUPPLY CHAINS.</strong>  A chance to hear what visionary leaders of some of our best known global companies think about the role of their corporate supply chains in driving commercial success.</td>
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<tr>
<td>09:00 – 09:15</td>
<td>Vacate room while staff clear tables after breakfast</td>
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<tr>
<td>09:15 – 10:45</td>
<td><strong>PANEL 9: DECISION SUPPORT IN SUPPLY CHAINS.</strong></td>
<td>What are the latest ideas in Decision Support Systems (DSS) designed to underpin the new array of ‘dynamic’ supply chains? This panel will explore everything from ERP systems, through multiple applications, to ‘cloud’ computing, in an effort to discover what works, and when.</td>
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<tr>
<td>10:45 – 11:15</td>
<td>Morning break and share ideas</td>
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<td>11:15 – 13:00</td>
<td><strong>PANEL 10: HEALTHCARE NETWORKS IN THE FUTURE.</strong></td>
<td>What is the ‘upside’ of applying proven supply chain principles and practices to Area Healthcare networks, in developing and developed nations. What we want to see is lower cost-to-serve and improved service to consumers. Are these apparently conflicting objectives achievable, and if so, how?</td>
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<td>13:00 – 13:15</td>
<td><strong>Open Forum and Summary</strong></td>
<td>Bill Marrin SC50</td>
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<td>13:15 – 13:30</td>
<td><strong>A Final Word and Close</strong></td>
<td>Dr John Gattorna</td>
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<tr>
<td>13:30 – 14:30</td>
<td><strong>B-B-Q, farewell and depart</strong></td>
<td>Post Bar &amp; East Garden, L1, The Fullerton Hotel</td>
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Agenda

1. Falling Into Supply Chain Design!
2. SCM: Drivers and Economic Volatility
3. Design Thinking in SCM
4. Some Concluding Remarks

Falling Into Supply Chain Design!

• Mechanical/Production Engineering Background
• Focus on Effective Application of Robust Engineering Design Principles
• Design of Complex Products (e.g. automotive and aerospace)
• SHIFT: Traditional Sequential (silobased) to DfX to Simultaneous/Concurrent Engineering to DfTSCM)
• SCM and Logistics: lack of emphasis on design thinking
NITL Structure and Activities

Based in the College of Engineering and Built Environment at the DIT

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The Evolving Strategic Context: Key Drivers

- Internationalisation (or globalisation) of supply chains
- Outsourcing and vertical disintegration
- Changing role of the SC in strategic differentiation

SCM and Economic Volatility
World Class Supply Chain Management

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SC Design Thinking

The Bad News!

- Customers are becoming more discerning
- Markets are becoming more complex
- There are no magic solutions (the 42 lesson!)
  - Beware of “best practice”

SC Design Thinking

Causes of SC Fragility

- Complacency
- Failure to recognise weaknesses
  - Conservatism
- Ineffective use of valuable resources
  - Wrong performance measures
    - Problem management
SC Design Thinking

The Good News!

- There is a logical and systematic way of tackling the problem!
- This requires the effective application of robust design engineering principles
  - Attention to detail is vital
  - Top-down and bottom-up
  - The people dimension and soft-wiring

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Some Concluding Remarks

• The need to be world-class
• This means radical change for many companies
  • This must be driven from the top of the organisation with a commitment to formulating and implementing appropriate strategies
• SC design – aimed at pro-actively developing capability
  • Attention to detail is vital

Final Thought for the Day

Supply chains don’t design themselves you know!