

# Logistics and Supply Chain Management

Creating Value-Adding Networks

Third edition

MARTIN CHRISTOPHER

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## About the Author

**Martin Christopher** is Professor of Marketing and Logistics at Cranfield School of Management, one of Europe's leading business schools, which is itself a part of Cranfield University. His work in the field of logistics and supply chain management has gained international recognition. He has published widely, and *Marketing Logistics* features among recent books. Martin Christopher is also co-editor of the *International Journal of Logistics Management* and is a regular contributor to conferences and workshops around the world.

At Cranfield, Martin Christopher directs the Centre for Logistics and Supply Chain Management, the largest activity of its type in Europe. The work of the centre covers all aspects of logistics and supply chain management and offers both full-time and part-time Masters degree courses as well as extensive management development programmes. Research plays a key role in the work of the centre and contributes to its international standing.

Martin Christopher is an Emeritus Fellow of the Chartered Institute of Logistics and Transport on whose Council he sits. In 1988 he was awarded the Sir Robert Lawrence Gold Medal for his contribution to logistics education.

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# Preface

It is only relatively recently that logistics and supply chain management have emerged as key business concerns. When the first edition of this book appeared in 1992 there were only a few other texts addressing these subjects, today there are many.

However, even though awareness of the importance of logistics and the supply chain is now much greater, there are still many companies where these ideas have yet to be fully implemented. The good news though is that, generally, logistics and supply chain management have moved much higher up the agenda in organizations in every industry and sector.

Another significant development since the first edition has been the growing recognition that supply chains are, in reality, networks. These networks are complex webs of independent – but interdependent – organizations. As a result of increased out-sourcing of tasks that were once performed in-house, the complexity of these webs has grown and, hence, with it the need for active co-ordination of the network. For this reason alone the importance of supply chain management is heightened considerably.

This new edition of *Logistics and Supply Chain Management* builds on the ideas and concepts of the earlier versions but as new thinking emerges and best practice gets even better, the need for revision and updating becomes inevitable. For example, in this third edition there is an even greater emphasis on responsiveness, reflecting the increased volatility of demand in many markets. Another addition is a new chapter on supply chain risk, recognizing that as networks become more complex so does their vulnerability to disruption increase.

In preparing this book I have drawn greatly on the idea and thoughts of others. I have been fortunate to work in the stimulating environment of the Centre for Logistics and Supply Chain Management at Cranfield University and have benefited greatly from interaction with colleagues, post-graduate students and practising managers.

Outside Cranfield I have gained much through a number of fruitful collaborations, particularly with Alan Braithwaite, Chairman of LCP

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Worldwide, Professor John Gattorna of the Sydney Business School, Australia, Professor Douglas Lambert of Ohio State University, USA, and Professor Denis Towill of Cardiff University, UK.

Finally, I would like to thank Dr Helen Peck who has researched and written most of the case studies in the book and Tracy Stickells who has skilfully masterminded the production of the manuscript – their efforts are greatly appreciated.

*Martin Christopher*

*Professor of Marketing and Logistics*

*Centre for Logistics and Supply Chain Management*

*Cranfield University, UK*