

Table of Contents

Part I:	Big Data Driven Supply Chains	1
Chapter 1	A Game Changer	3
	1.1 Big Data Basics	5
	1.2 What Is Different?.....	10
	1.3 What Does It Mean?	13
	1.4 Transformations	18
	1.5 Data-Driven Supply Chains	21
Chapter 2	Transforming Supply Chains	27
	2.1 Across the Entire Supply Chain	28
	2.2 The Supply Chain System	29
	2.3 From Sourcing to Sales.....	34
	2.4 Coordinated and Integrated	40
	2.5 The Intelligent Supply Chain	41
Chapter 3	Barriers to Implementation	51
	3.1 Why Isn't Everyone Doing It?	51
	3.2 The Barriers	54
	3.3 Breaking Ahead of the Pack	64
Part II:	Impact on Supply Chain Levers	69
Chapter 4	Impact on “Sell”	71
	4.1 Driving the Supply Chain	72
	4.2 All About the Customer.....	79
	4.3 Price Optimization	85
	4.4 Merchandising	87
	4.5 Location-Based Marketing	88
	4.6 The Whole Bundle.....	91
Chapter 5	Impact on “Make”	97
	5.1 Making the Things We Sell	98
	5.2 Product Design and Innovation	105
	5.3 Improving the Production Process.....	110
	5.4 The Digital Factory.....	115
	5.5 Make Connects the Value Chain.....	118

Chapter 6	Impact on “Move”	125
6.1	Moving the Things We Sell	126
6.2	How Big Data Impacts Move.....	134
6.3	Integrating Logistics Activities.....	145
Chapter 7	Impact on “Buy”	151
7.1	Big Data and Buy.....	152
7.2	How Much Do You Need?.....	158
7.3	Outsourcing.....	163
7.4	Risk Management	167
Part III:	The Framework	175
Chapter 8	The Roadmap	177
8.1	Lessons	178
8.2	Doing It Right.....	180
8.3	How It Works.....	184
8.4	Breaking Down Segmentation	186
8.5	Strategic Alignment	189
8.6	The Importance of Measuring	193
8.7	The Journey.....	198
Chapter 9	Making It Work	207
9.1	Strategy Sets the Direction.....	207
9.2	The Building Blocks.....	212
9.3	Following the Maturity Map	221
9.4	Sales & Operations Planning (S&OP).....	226
9.5	People Making Decisions with Data	233
Chapter 10	Leading Organizational Change	237
10.1	Transformation Required	238
10.2	The Four-Step Change Process	243
10.3	Leadership.....	253
	Endnotes	259
	Index.....	285