

CGR Management Consultants

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# Supply Chain Management

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Education, Training, & Facilitation Services

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This description of CGR services builds on knowledge of our technical specialty, supply chain management (SCM), and our experiences in helping clients implement change. A conclusion is that, without enhancing the skills of client staff, change efforts fall short of their goals risking the company's future. This service description outlines our approach to building needed skills to implement change and make it stick – not in separate efforts, but in a single integrated program.

## Approach

The service is designed to fit the needs of individual clients. We call it “active learning” because we employ cases and encourage implementation of concepts along with classroom sessions. The goal is to improve employee SCM skills in client organizations as a foundation for better supply chain management. CGR has identified five necessary SCM skills that company managers and employees will need to master:

1. Designing supply chains for strategic advantage.
2. Implementing collaborative relationships within the organization.
3. Forging supply chain partnerships with other organizations.
4. Managing supply chain information.
5. Making money from the supply chain through process improvement.

Clients generally seek one of three levels of capability from education and training. **Awareness** is the first level. What tools are available to us? Who needs to know about which tools? Their philosophy is, “Tell us about the tools, and we will do the rest.” The second level is **Application**, which adds experimentation to the training to translate the theoretical to the practical. The third level, **Implementation**, uses a staged approach over an extended period to create and implement strategies. The goals are the improved customer service and financial performance promised by SCM.

## Benefits

Consultants, on their own, can't deliver increased sales, new systems, or improvements in processes. It takes willing and able employees to deliver results. Without SCM skills, a company will find achieving these improvements difficult, if not impossible. Our services supply the tools clients need to move forward. Furthermore, we delivery this skill enhancement in ways tailored to each client's situation. In all cases, experienced consultants who have implemented the concepts, not trainers, deliver these courses.

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## Content

Course content is the result of many education and training efforts from CGR's principals. These include course development and presentation with UCLA Extension, the Advanced Integrated Manufacturing Center at the National Center of Excellence for Advanced Manufacturing Education, Technology Training Corporation, the Manufacturing Management and Technology Institute, the Society of Manufacturing Engineers, the Council of Logistics Management, the Supply-Chain Council, and CGR-sponsored events.

During the course, we combine our task for information system management (Task 4) and cost reduction through process improvement. Course modules include the following:

	<b>Module</b>	<b>Sample Topics</b>
1	Overview	Supply chain viewpoints Maturity models Types of supply chains Supply chain issue development Supply chain project phases
2	Strategy	Product types/supply chain implications Product life cycles Activity systems Quality Function Deployment
3	Collaborative Relationships	Goals & direction Supply-Chain Operations Reference Model (SCOR) Spheres – businesses within the business Enabling processes and organization structure "Lean" tools and their place in SCM Project management
4	Partnerships	Partnering concepts Core competencies Supply chain mapping Managing the supplier base Collaborative Planning Forecasting and Replenishment (CPFR) Collaboration strategies
5	Managing Information	Root causes for cost Barriers to cost reduction Activity based costing
6	Making Money	Accounting for capital Theory of constraints Demand-driven supply chain Six sigma Product design Postponement/commonality Managing inventory
7	Transfer Activity	A generic or a case tailored to the client's situation.

## Delivery Alternatives

Course options available to clients encompass mission and goals, attendees, content, and schedule. Here we briefly explain each of these options by explaining the range of choice available for each.

Option	Narrowest Choice	Broadest Choice
Mission & Goals	Awareness Only	Applications and implementation of supply chain strategy and process improvements
Attendees	“Supply Chain” function managers like procurement, distribution, and manufacturing	Senior management, supply chain function managers and employees, representatives of interfacing functions, including selected supply chain partners.
Course Content	Concepts & tools only. Generic cases.	Use of one’s own company for case materials.
Course Schedule	1-2 days	Extended schedule over 8-10 weeks to enable implementation.

## Jim Ayers, Lead Facilitator

Jim Ayers is the lead facilitator and author of books and articles on SCM. CGR principals and associates assist him as required by the client’s choice of delivery options. Jim’s consulting practice is directed at strategic planning and operations improvement across industries. These include consumer and industrial manufacturing, government agencies, healthcare, utilities, financial institutions, and professional services. Jim’s clients face industry change driven by changing technology, global competition, deregulation, or new economics. Examples include:

- Evaluation of a client’s purchasing and material management current situation and developed a redesign of its organization, measures, and processes.
- Managed project to review the advance quality processes for a US Big 3 automobile manufacturer.
- Assisted a pharmaceutical company in evaluating needs for capital budgeting information systems.
- Led an entertainment industry team to prepare a stage and gate environment for new products.

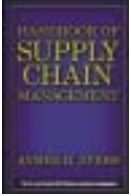



- Worked with chemical industry team to commercialize a new gas separation technology.
- Facilitated government contractor's team to reduce the lead-time 50% through lean manufacturing.
- Assisted national laboratories in commercialization of solar cell technology.
- Worked with team of client physicians to develop peer review methodology.

Jim is a Certified Management Consultant (CMC) and member of the Institute of Management Consultants. Most of his assignments employ participative processes involving a partnership between client and consultant. Jim has held leadership positions at consulting firms Theodore Barry & Associates, Coopers & Lybrand, and Ingersoll Engineers heading manufacturing and supply chain practices in those companies.

Jim holds a BS from the US Naval Academy with distinction and MBA and MS Industrial Engineering degrees from Stanford. He served in the Navy aboard nuclear submarines

Jim's first book was Improving Your Competitive Position published by the Society of Manufacturing Engineers. Recent works, emphasizing theory and practice for supply chain management, are the following:

- The Handbook of Supply Chain Management (2001) published by St. Lucie Press and APICS. This Handbook has earned a "5 star" rating from readers on Amazon. It describes techniques for strategy development, upgrading customer service, and improving productivity. The Handbook lays out the five SCM tasks that managers must master. A second edition is scheduled for publication in 2005. 
- Making Supply Chain Management Work: Design, Implementation, Partnerships, Technology, Profits (2002) is a compilation of articles related to supply chain management from Auerbach Publishers.
- Supply Chain Project Management: a Structured Collaborative and Measurable Approach (2004) incorporates best practices for improving supply chains from the Project Management Institute, maintained in PMI's Project Management Body of Knowledge (PMBOK). The book is a template for systematic improvement of organization, collaboration, the use of technology, and operating efficiency. 

The SCM course illustrates concepts and tools presented in these books and uses generic case studies – or the client's own company – to transfer targeted skills to client employees.