**KASUS**

Petunjuk :

Silahkan setiap kelompok (kelompok bebas max. 5 orang) mengerjakan dua dari 3 kasus di bawah (silahkan di pilih). Di tuliskan di kertas double folio dan dikumpulkan saat jam pelajaran berakhir. Jangan lupa tuliskan nama, nim dan kelas Anda.

**1. 7-Eleven: A Convenience Store**

With more than 23,000 stores in about 20 countries, 7-Eleven is one of the largest convenience store chains in the world. It has about 9,000 stores in Japan and almost 6,000 in the United States. 7-Eleven Japan is one of the most profitable companies listed on the Tokyo stock exchange. Its success is attributed primarily to its supply chain design and management ability. One of the key objectives of 7-Eleven Japan is to micro-match supply and demand by location, season, and time of day. To fulfill this objective, 7-Eleven Japan opens new stores in target areas. This helps 7-Eleven establish a strong presence, and it consolidates its warehousing and transportation functions. In addition, all stores are connected electronically to the head office, distribution centers (DCs), and suppliers. Orders are passed to the suppliers, which package store-specific orders and deliver them to the DC.At the DC, all orders of like products from different suppliers are combined and delivered to the stores. 7-Eleven Japan has made an effort to have no direct store delivery from vendors to the stores.

In the United States, 7-Eleven is taking a similar approach to the one used in Japan, except that a large fraction of products is delivered to stores by a distributor and not from the 7-Eleven DC.

In Japan and the United States, 7-Eleven has invested a significant amount of money and effort in a retail information system. Data are collected by scanners and analyzed. The resulting information is then made available to headquarters and the stores for use in ordering, product assortment, and merchandising. Information systems play a key role in 7-Eleven’s ability to micro-match supply and demand. 7-Eleven has made clear choices in the design of its supply chain. Other convenience store chains have not always made the same choices. The following questions focus mainly on 7-Eleven’s supply chain choices and its key success factors.

**1.** What factors influence the decision regarding the opening and closing of stores? Why does 7-Eleven choose to have a preponderance of its stores in a particular location?

**2.** Why does 7-Eleven Japan discourage direct store delivery from vendors and make an effort to move all products through combined DCs? How does the presence of the distributor delivering to the stores affect the performance of the delivery system in the United States?

**3.** Where are DCs located, and how many stores does each center serve? How are stores assigned to DCs?

**4.** What point-of-sales data does 7-Eleven gather, and what information is made available to store managers to assist them in their ordering and merchandising decisions? How should the information system be structured?

**2. W.W. Grainger and McMaster Carr: MRO Suppliers with a Different Supply**

**Chain Strategy**

W.W. Grainger and McMaster Carr sell maintenance, repair, and operation (MRO) products. Both companies have online catalogs, as well as Web pages through which orders can be placed. Customers can place their orders in the retail stores, over the telephone, or by means of the Internet.W.W. Grainger orders are either shipped to the customers or picked up by the customers at one of the stores. McMaster Carr, on the other hand, ships all orders.W.W.Grainger has several DCs that replenish stores and fill customer orders; McMaster Carr has DCs from which all orders are filled. Both firms offer several hundred thousand products to their customers. Each firm stocks about 100,000 products; the rest are obtained from the supplier as needed. Both firms face the following strategic and operational issues.

**1.** How many DCs should a company have, and where should they be located?

**2.** How should product stocking be managed at the DCs? Should all DCs carry all

products?

**3.** Which products should be carried in inventory, and which products should be left with the suppliers?

**4.** How should markets be allocated to DCs in terms of order fulfillment? What should be done if an order cannot be completely filled from a DC? Should specified backup locations be available? How should they be selected?

**5.** How should replenishment of inventory be managed at the various stocking locations?

**6.** How should Web orders be handled relative to the existing business? Is it better to integrate the Web business with the existing business or to set up separate distribution?

**3. Toyota: A Global Auto Manufacturer**

Toyota Motor Corp. is Japan’s top auto manufacturer. The company has experienced significant growth in global sales over the last two decades. A key issue facing Toyota is the design of its global production and distribution network. Toyota must decide what the production capability of each of the factories will be, because this has a significant impact on the desired distribution system. Prior to 1996, Toyota used specialized local factories for each market. After the Asian financial crisis from 1996 to 1997, Toyota redesigned its plants so that they could be shifted quickly to be able to export to markets that remain strong. Toyota calls this strategy “global complementation.” For any global manufacturer like Toyota, several questions arise regarding the configuration and capability of the supply chain.

**1.** Where should the plants be located, and what degree of flexibility should be built into each one? What capacity should each plant have?

**2.** Should plants be able to produce for all markets or only specific contingency markets?

**3.** How should markets be allocated to plants, and how frequently should this allocation be revised?

**4.** What kind of flexibility should be built into the distribution system?

**5.** How should this flexible investment be valued?

**6.** What actions can be taken during product design to facilitate this flexibility?