Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

How to Create a Supply Chain for Superheroes: Creating a Lean, Agile and Resilient Supply Chain for the Importation of Comic Books
A thesis presented in partial fulfilment of the requirements for the degree of Masters in Logistics and Supply Chain Management
at Massey University, Manawatu, New Zealand.
Reuben Aaron James Hobbs
2011-2012

<u>Abstract</u>

There is substantial scope for SME's (Small and Medium Sized Enterprises) in new supply chains to apply supply chain management principles to increase their supply chains starting efficiency. Successful application of theory gives the SME systematic tools and knowledge which can be applied to their supply chain to identify and analyse issues and then following on to mitigate or eliminate them. In addition, by focusing on the core principles of supply chain management the SME can achieve efficiencies and responsiveness to their customer's needs. This however, is contingent upon the summarizing of theory to useful applicable techniques and then providing training dedicated to the special needs of the SME in international supply chain.

Acknowledgments

This thesis is dedicated to my supportive family and friends. Without your support, love, patience and inspiration none of my study would have been undertaken. I would also like to thank Professor Marr for his patience, assistance and guidance. Special thanks also need to go to the interview participants who will shortly embark on the endeavour that is creating and maintaining an International Supply Chain, I wish you success.

Table of Contents

Title Page	Page i
Abstract	ii
Acknowledgements	iii
Table of Contents	iv
Chapter 1: Introduction	
1.1 Introduction	1
1.2 The Comic Book Industry in Australia	1
1.3 The Nature of SME's in Supply Chains	2
1.4 Why SME's should use Supply Chain Management in Particular	4
1.5 Barriers to SME's	5
1.6 Aim of the Research	7
1.7 The Objectives of the Research	7
1.8 The format of Thesis	7
	•
Chapter 2 Literature Review	
2.1 Introduction	8
2.2 Supply Chain Management Explained	8
2.3 Basic tools from Supply Chain Management	11
2.4 Responsive Supply Chains	12
2.5 The Importance of the Glue that is Information	13
2.6 The Need to Define the Product	14
2.7 Introduction to Sourcing	16
2.8 Supplier Selection	16
2.9 Costs in the Supply Chain	18
2.10 The Benefits of Partnerships	19
2.11 Single or Multiple Suppliers	21
2.12 The Social Skills Needed in Partnerships	21
2.13 The Development of Partnership Relationships	23
2.14 Monopoly Suppliers	24
2.15 Introduction to Inventory	26
2.16 The Inventory Rules	27
2.17 How is Inventory to be Stored or Handled?	29

2.18 Consideration of the Issues for Transport and Customs	20
2.19 The Lean Methodology	30 31
2.20 The Importance of Time	33
2.21 The Theory of Constraints (TOC)	35
2.22 What is Value in the Supply Chain?	37
2.23 The Architecture of a Value Chain	38
2.24 Value Stream Mapping	39
2.25 Why and How to Get Close to Customers	39
2.26 Why Measure	41
2.27 The Balanced Score Card (BSC)	41
2.27.1 The Customer Perspective	42
2.27.2 The Financial Measurements	43
2.27.3 The Internal Perspective	44
2.27.4 The Innovation and Learning Perspective	45
2.27.5 Implementation of the Balanced Score Card (BSC)	45
2.28 The Risks of International Trade	45
2.29 The Need for Supply Chain Risk Management	50
2.30 Risk Triggers	51
2.31 Risk Mitigation	51
2.32 After a Supply Chain Disruption	53
Chapter 3 Methodology	
3.1 Introduction	54
3.2 Qualitative and quantitative research	54
3.3 Five Type of Qualitative Research design	54
3.4 The Case Study Explored	56
3.5 How to collect Information?	56
3.6 Determining what kind of Interviews should be undertaken	57
3.7 How to Interview	57
3.8 Research Methodology Justification	59
3.9 Ethical Considerations	60
3.10 Research Value and Target Audiences	61
3.11 Limitations of the Research	62
Chapter 4 Analysis	
4.1 Introduction	63

4.2 Interview Notes	63
4.3 Interview Summary with the decision-makers	64
4.4 Chronological Links Identified in coding analysis	68
4.5 Causative and Explanatory Links Identified in coding	
analysis	70
Chapter 5 Conclusions	
5.1 Introduction	
	74
5.2 Conclusions	74
5.3 Ideas for Future Research	75
Glossary	
Giossary	77
References	78
nerenees	70
Appendix A: Application of Theory to the SME's Supply Chain	86
, , , , , , , , , , , , , , , , , , , ,	
Appendix B: Value Chain Mapping Application	105
Appendix C: Cash flow Diagram	107
Appendix D: The Proposed Information Flow	108
Appendix E: Customer Time in the Service Delivery Process	109
Appendix F: Sample Risk Identification for the SME's Supply Chain	110
Chan	110
Appendix G: Suppler Selection Table	112