

Leading Women in Supply Demand Chain Management

Finding the Missing Links

Speaking with Author and International Supply Chain Expert Caroline Mondon



The Missing Links is a how-to supply chain management guide written as a mystery novel. In addition to making this a fun, engaging read, this approach provides a unique window into

effective supply chain management skills that empower companies to meet the swiftly changing needs of today's global market. Here's what author Caroline Mondon had to say about her bestselling new book:

IP: You have an impressively broad range of experience. What led you to focus on supply chain and business management?

Mondon: As an engineer, I started my career in manufacturing in the early 1980s. As I was applying the best practices of lean and total quality management over and over again, I realized that steps such as reducing waste and putting processes under control were useful locally, but not all that meaningful for the business as a whole. Then, I read *The Goal*, by Eliyahu Goldratt and Jeff Cox, and my life changed: I became a flow management addict.

The concept of supply chain management was not even known in France around 1990, when one of my first decisions as a plant director was to put the purchasing, scheduling, storing, and shipping departments in the same office and call them "logistics from suppliers to customers." This decision saved 150 jobs near the village that is the setting of my novel. Since then, I have focused on combining supply chain and business management, because they make so much sense together.

IP: The Missing Links is part detective novel and part a how-to guide about highly effective demand driven methodologies, total quality, lean, TPM, and flow management. What led you to take this approach in writing your unique book?

Mondon: As a Neuro Linguistic Programming practitioner trained to model human excellence, I was fascinated by the relevance and the success of management books written as novels. I collected them each time I traveled to the United States.

When I was offered the opportunity to write a management book, I answered that I would only do it if I could write a detective story, because heads of businesses don't often read management books, but they do read detective stories. It became my project for my degree as an NLP master practitioner,

with the challenge of writing a bestseller. I wanted to experiment with what Neuro Linguistic Programming claims: When you really want something, the universe conspires to give it to you.

IP: Is your book based on a real company or is it purely fiction? Without giving us a spoiler, might you share a few details of the key characters and the plot?

Mondon: Every line in the book is true, except the detective story ones ... but the detective is a real person I used to work with. I wanted to buy the company RAMI, which is next to my home in Touraine, and become the CEO. But it didn't work out, and today the company doesn't exist anymore. It was so frustrating that I decided to replicate exactly the context of what I would have done in this company to save twenty-five jobs and to expand internationally.

The financial results at the beginning of the book and the layout of the plant are based on reality. The team characters are based on real people. The grandmother is my grandmother: She read the first chapter before she died and couldn't believe I was going to publish a book with her as a main character in it.

IP: What are some of the most common industry standards that you highlight in the book? What are the "Missing Links?"

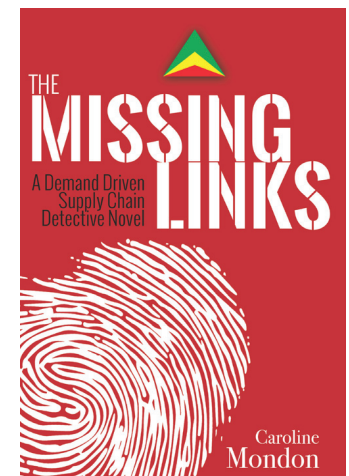
Mondon: More than describing the content of most common industry standards in operations management, I highlight the necessary interactions between them. The "missing links" are not the links themselves, but what is in between the links that makes them effective or not. The recipe of this magic glue is to be discovered in between the lines of the novel.

Standards of total quality, lean management, and total productive maintenance (which are among the clues readers can find in the appendixes to the book posted on the website themissinglinks.info) cannot succeed without a common purpose—that is, to protect the flows of product, information, and cash to make the company successful in responding to the demand. I became a Demand Driven Institute instructor because the DDMRP methodology allows soft and hard skills to make the best of both. You cannot understand what you cannot imagine. Until the imaginations of team members are aligned, common industry standards do not expand.

IP: Please tell us a bit about Fapics, the French Association of Supply Chain Management.

Mondon: I was very lucky to be president of Fapics when I discovered DDMRP. My board members were open to it when Carol Ptak was making her first world tour, sharing her knowledge that is changing the world of manufacturing. The French are among the leaders of DDMRP implementations. Every day, I deal with companies asking to become Fapics members to access the community and share questions and answers with others.

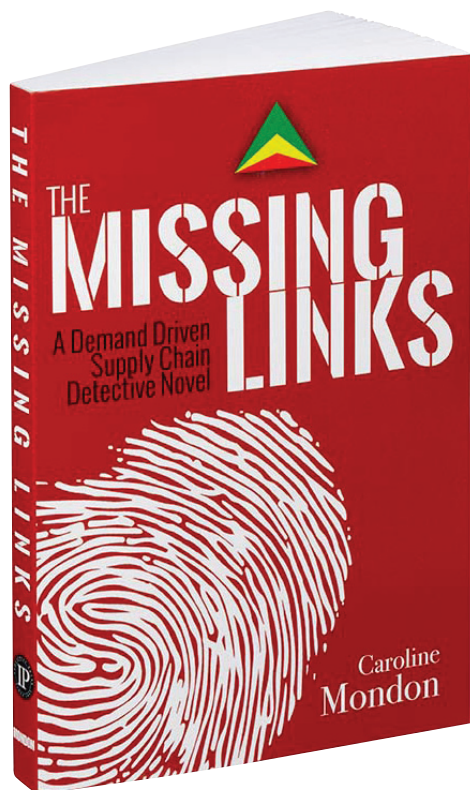
Fapics is like a shared R&D body for French companies and professionals in supply chain management standards and advanced methodologies. We are proud to be at the ISCEA conference this year. Next year, we will come back with more partners and company members to talk to the world about European demand driven success stories.



The Missing Links:
A Demand Driven Supply Chain
Detective Novel
By Caroline Mondon
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Can this musician transform into a professional business woman to save her family's company?



The Missing Links: A Demand Driven Supply Chain Detective Novel

By Caroline Mondon July 2016, 300 pp., ISBN: 978-0-8311-3607-9, \$34.95

This utterly unique how-to supply-demand chains management work is written as a mystery. It fills the need for an accessible work that helps strengthen, improve, and adapt the management of supply chains to meet the swiftly changing needs of industries facing highly variable markets.

The Missing Links follows a small furniture company whose owner has died under suspicious circumstances, leaving his musician daughter in charge. The business newcomer encounters a multitude of problems—high work-in-progress inventory, unsafe working conditions, conflicts between two in-house factions, longstanding customers beginning to withdraw their business, and increased competition. Can the factory ever be profitable again?

You will follow the journey of the company to utilize industry standards, including total quality, lean, total productive maintenance, flow management, as well as the newest demand driven methodology that is changing the world of manufacturing. “Clues” dispersed throughout the manuscript point readers in the direction of an affiliated website, www.themissinglinks.info, where they will find 33 appendices of charts, forms, and additional improvement information that can be customized, regardless of size of the company, or industry.

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FEATURES

- Unique approach similar to the bestselling work, *The Goal*—wraps a how-to book on supply chain management in a mystery novel.
- Introduces the effectiveness and simplicity of new demand driven methodologies (DDMRP), along with total quality, lean, TPM, and flow management.
- Written by an award-winning French author, and President of Fapics, the French Association of Supply Chain Management.
- “Clues” throughout the manuscript point to 33 full-color appendices on an affiliated website that will be updated regularly after the book is published.
- Ties in perfectly with the Demand Driven Institute’s certification programs.

ABOUT THE AUTHOR

Caroline Mondon, CFPIM, CIRM, CSCP, CDDP, has been a plant manager for the robotics, nuclear, and electronic equipment industries, a supply chain implementer, a Supply Chain & Logistics Director for the automotive industry, and is currently the CEO/owner of CM Entreprises. Mondon is a past president of Fapics, the French Association of Supply Chain Management, and author of *Le chaînon manquant*, a bestselling French work since 2005.



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