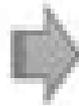


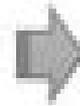
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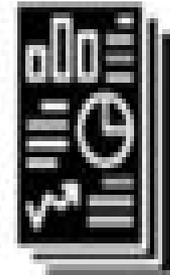
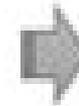
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# Performance Measurement In Supply Chain Management

**Minjie Lin**



## **Performance Measurement In Supply Chain Management:**

**Supply Chain Management** Ralf Hieber, 2002 Supply chain management is emerging as one of the most powerful logistics management concepts for improving performance across the entire logistics network Companies that have already streamlined their internal business process are now working to realise further savings by improving the external business relationships within the more and more complex linked value adding business processes in logistics networks Although the benefits of SCM are well known in industry until now companies have only put this concept into practice in a limited way Therefore the newly developed integral model of collaborative performance measurement in this book will make a contribution towards easing and supporting improvements in supply chain management as well as giving specific guidelines for its implementation Furthermore the author provides newly developed key performance indicators that enable the measurement of the performance of co operation across the extended enterprise in a supply chain environment Based on case studies the integral model in close connection to the SCOR model was applied and has proven its applicability in industrial practice This book presents a rich variety of concepts and methods for industrial engineers business managers engineers and consultants as well as success stories in supply chain management

**Performance Measurement in Supply Chains** Dr. Frank Gebhardt, 2009-05-29 Diplomarbeit aus dem Jahr 2009 im Fachbereich BWL Industriebetriebslehre Note 1 3 FernUniversit t Hagen Lehrstuhl f r Betriebswirtschaft insbes Produktions und Investitionstheorie Sprache Deutsch Abstract Supply Chain Management und Performance Measurement sind Ergebnisse der beiden j ngsten gro en Paradigmenwechsel der Betriebswirtschaftslehre Ende des 20 und Anfang des 21 Jahrhunderts Mehr und mehr gelangte man zu der Erkenntnis da Integration und Management von Schl sselprozessen ber alle Mitglieder einer Supply Chain hinweg den Erfolg der Einzelunternehmung ausmachen Ein wesentliches Element der Unternehmensf hrung ist das Controlling welches sich aufgrund der neuen Anforderungen des Supply Chain Managements stetig weiterentwickelt hat Der zweite gro e Paradigmenwechsel wurde in den 1980er und 90er Jahren ausgel st Neue Begriffe wie Lean Production oder TPM wurden mit Inhalten und Konzepten versehen Dieser Ansatz der Unternehmensf hrung brachte es mit sich da auch die bisher existierenden Controlling Konzepte zur Leistungsmessung und beurteilung von Unternehmungen modifiziert werden mu ten Konzepte des Performance Managements und Performance Measurements nahmen ihren Einzug in die Wirtschaft Bisher werden modernes Supply Chain Management und die modernen Arten des Controllings noch nicht umfassend in der Literatur zusammengef hrt Das Supply Chain Controlling schafft eine Informationsbasis f r die Supply Chain Partner und definiert den Begriff der Leistung sprich Performance f r die Kooperationspartner In der aktuellen Forschung steht die Balanced Scorecard als klassisches Werkzeug des Performance Measurements auch f r Supply Chains zur Verf gung Die Betrachtung und Untersuchung anderer weniger bekannt gewordener Konzepte des Performance Measurements im Hinblick auf ihre Anwendbarkeit f r Supply Chains bleibt dabei etwas zur ck Vorliegende Arbeit will den Rahmen abstecken innerhalb

dessen sich das Performance Measurement für Supply Chains entwickeln und abbilden lässt. Daraus leitet sich der Bedarf für ein Performance Measurement in Supply Chains ab. Abschließend wird die Anwendbarkeit anderer Performance Measurement Konzepte auf Supply Chains untersucht.

Performance Measurement in Supply Chains Frank Gebhardt, 2009 Diplomarbeit aus dem Jahr 2009 im Fachbereich BWL - Industriebetriebslehre, Note 1,3 FernUniversität Hagen, Lehrstuhl für Betriebswirtschaft, insbesondere Produktions- und Investitionstheorie, Sprache Deutsch, Abstract.

Supply Chain Management und Performance Measurement sind Ergebnisse der beiden jüngsten großen Paradigmenwechsel der Betriebswirtschaftslehre Ende des 20. und Anfang des 21. Jahrhunderts. Mehr und mehr gelangte man zu der Erkenntnis, dass die Integration und das Management von Schlüsselprozessen aller Mitglieder einer Supply Chain hinweg den Erfolg der Einzelunternehmung ausmachen. Ein wesentliches Element der Unternehmensführung ist das Controlling, welches sich aufgrund der neuen Anforderungen des Supply Chain Managements stetig weiterentwickelt hat. Der zweite große Paradigmenwechsel wurde in den 1980er und 90er Jahren ausgelöst. Neue Begriffe wie Lean Production oder TPM wurden mit Inhalten und Konzepten versehen. Dieser Ansatz der Unternehmensführung brachte es mit sich, dass auch die bisher existierenden Controlling Konzepte zur Leistungsmessung und Beurteilung von Unternehmungen modifiziert werden mussten. Konzepte des Performance Managements und Performance Measurements nahmen ihren Einzug in die Wirtschaft. Bisher werden modernes Supply Chain Management und die modernen Arten des Controllings noch nicht umfassend in der Literatur zusammengefasst. Das Supply Chain Controlling schafft eine Informationsbasis für die Supply Chain Partner und definiert den Begriff der Leistung. Sprich Performance für die Kooperationspartner. In der aktuellen Forschung steht die Balanced Scorecard als klassisches Werkzeug des Performance Measurements auch für Supply Chains zur Verfügung. Die Betrachtung und Untersuchung anderer weniger bekannt gewordener Konzepte des Performance Measurements im Hinblick auf ihre Anwendbarkeit für Supply Chains bleibt dabei etwas zurück. Vorliegende Arbeit will den Rahmen abstecken, innerhalb dessen sich das Performance Measurement

**Supply Chain Management**, 1999. Supply chain management is the management of all processes or functions to satisfy a customer's order from raw materials through conversion and manufacture through shipment. Performance measures or metrics are used to monitor the progress of supply chain initiatives. However, a consensus in DoD considers the metrics available to senior DoD managers to be inadequate or lacking the depth to measure the effectiveness of the DoD supply chain. The metrics are not balanced across customer service, cost, readiness, and sustainability performance objectives. Because of the lack of adequate measures, the Deputy Under Secretary of Defense Logistics tasked Logistics Management Institute (LMI) to propose a set of balanced performance measures that senior decision makers can use to monitor supply chain effectiveness. This report addresses the recommended top level or enterprise level performance measures. Enterprise metrics measure the overall performance of the supply chain and are cross functional.

Differenziertes Performance Measurement in Supply Chains Anke Giese, 2012-02-23. Wie lassen sich verschiedene Supply

Chain Strategien abgrenzen und welche Gestaltungsempfehlungen können bezüglich eines differenzierten auf die individuelle Supply Chain Strategie zugeschnittenen Performance Measurement gegeben werden Anke Giese untersucht vor dem Hintergrund dieser Frage zunächst diverse Möglichkeiten zur Typologisierung von Supply Chain Strategien und stellt einen Ansatz zur Abgrenzung unterschiedlicher Supply Chain Typen vor Auf Basis dieser Typologisierung wird ein differenziertes prozessorientiertes Konzept zur Einführung eines Performance Measurement entwickelt Im Rahmen der Vorbereitungsphase werden dabei Fragen der Strategieableitung sowie der organisatorischen Verankerung eines Performance Measurement in den verschiedenen Supply Chain Typen diskutiert Somit werden für alle im Rahmen der Einführung eines Performance Measurement Konzepts zu treffenden Entscheidungen Handlungsempfehlungen abgeleitet die jeweils in Abhängigkeit von dem zugrunde liegenden Supply Chain Typ diskutiert werden

**Supply Chain Performance Measurement and E-Business Supply Chain Management** Swen Beyer, 2010-07 Research Paper undergraduate from the year 2010 in the subject Business economics Supply Production Logistics grade 1 2 European School of Business Reutlingen Business Administration language English abstract The environmental surroundings of most companies have changed radically in recent years Especially the competitive pressure has risen substantially over the past decades fuelled by an increased globalization of markets and supply chains In order to continuously satisfy consumer needs in a timely manner organizations have to focus on performance and efficiency improvement measures In terms of supply chain management performance includes the three dimensions efficiency effectiveness and flexibility which have to be dealt with on an equal basis One means to improve supply chain performance is the linkage between various IT applications involved in the whole supply chain These efforts and trends are treated under the term electronic supply chain management E SCM There are three major critical success factors for the successful operation of an electronic supply chain These can be clustered into decision motivation e g a shared vision and a strong motivation implementation process e g the tight integration of inter organizational information systems and the re engineering of inter organizational business processes and infrastructure conditions e g agreement upon a shared industry standard There are numerous benefits of an E SCM implementation such as increased communication speed and decreased cost in terms of communication inventory and customer service Furthermore E SCM allows mitigating the bullwhip effect by improving the availability of information throughout the entire supply chain In addition E SCM allows organizations to implement an entirely pull based approach One downside of E SCM is the need to make a company's entire business processes transparent also towards supply chain partners who might be engaged with companies

*The Handbook of Technology Management, Supply Chain Management, Marketing and Advertising, and Global Management* Hossein Bidgoli, 2010 The discipline of technology management focuses on the scientific engineering and management issues related to the commercial introduction of new technologies Although more than thirty U S universities offer PhD programs in the subject there has never been a single comprehensive resource dedicated to technology management The Handbook of

Technology Management fills that gap with coverage of all the core topics and applications in the field Edited by the renowned Doctor Hossein Bidgoli the three volumes here include all the basics for students educators and practitioners

Supply Chain Management Douglas M. Lambert,2008 *Supply Chain Performance Evaluation* Farhad Hosseinzadeh Lotfi,Tofiq Allahviranloo,Morteza Shafiee,Hilda Saleh,2023-05-02 The authors of this book tried to make these experiences available to those interested considering the experience of several years of training research and implementation of projects in the supply chain performance evaluation field This book intends to identify the current performance and competitive position of that supply chain compared to other supply chains by presenting and reviewing the techniques and models for measuring the efficiency and performance of the supply chain Determining the performance of a supply chain is a good description of the status quo what is Determining the performance of a supply chain is useful for describing the past and present of supply chain processes and on the other hand it can be used to set performance goals and initiate the improvement process To realize this a strategic framework or model is needed to be able to extract indicators related to the efficiency of the supply chain and design the appropriate model Performance Measurement Through Supply Chain Management Anatoliy Goncharuk,Mamun Habib,2012 This book emphasizes the performance management and explains to measure the performance for the academia as case study approach First chapter represents the methodology of enterprise performance management enables us to define that performance management is a special management approach designed to ensure the effective functioning of the enterprise and describes the methodology measurements processes methods techniques systems and software Second chapter illustrates supply chain management SCM concept for the service industry Educational Supply chain management for Educational institutions which represents one of the service industries was described ITESCM Integrated Tertiary Educational Supply Chain Management model for the universities was defined in this chapter Chapter three highlights performance measurements for the academia in terms of Key Performance Indicators KPIs The current scenario of KPIs use in different developed countries including USA Canada U K Australia etc was mentioned The sample of performance indicators of graduates and research outcomes that denotes the final outcomes of ITESCM model was mentioned **Supply Chain Performance Measurement & E-Business Supply Chain Management: Including a Practical Excursus on the Intel Case** Swen Beyer,2010-07-07 Research Paper undergraduate from the year 2010 in the subject Business economics Supply Production Logistics grade 1 2 European School of Business Reutlingen Business Administration language English abstract The environmental surroundings of most companies have changed radically in recent years Especially the competitive pressure has risen substantially over the past decades fuelled by an increased globalization of markets and supply chains In order to continuously satisfy consumer needs in a timely manner organizations have to focus on performance and efficiency improvement measures In terms of supply chain management performance includes the three dimensions efficiency effectiveness and flexibility which have to be dealt with on an equal basis One mean

to improve supply chain performance is the linkage between various IT applications involved in the whole supply chain. These efforts and trends are treated under the term electronic supply chain management (E-SCM). There are three major critical success factors for the successful operation of an electronic supply chain. These can be clustered into decision motivation (e.g. a shared vision and a strong motivation implementation process) (e.g. the tight integration of inter-organizational information systems and the re-engineering of inter-organizational business processes and infrastructure conditions) (e.g. agreement upon a shared industry standard). There are numerous benefits of an E-SCM implementation such as increased communication speed and decreased cost in terms of communication, inventory and customer service. Furthermore, E-SCM allows mitigating the bullwhip effect by improving the availability of information throughout the entire supply chain. In addition, E-SCM allows organizations to implement an entirely pull-based approach. One downside of E-SCM is the need to make a company's entire business processes transparent also towards supply chain partners who might be engaged with competitors. A further danger of E-SCM is to over-rely on speed rather than on flexibility.

**Integrated Performance Measurement for Supply Chain Management** Yousef Amer, Lee Hong Son, Luong Sang-Heon, Lee Yu-Chung, Wang, 2006

**Supply Chain Performance and Supply Chain Performance Management** Timothy Nduru, 2023-11-23 Seminar paper from the year 2023 in the subject Business Economics Business Management Corporate Governance grade A Dedan Kimathi University of Technology course Supply Chain Management language English abstract A measurement and management system of supply chain performance is paramount for supply chain to achieve competitive differentiation. This paper pays attention to the concept of supply chain and performance management and significance of measuring supply chain performance. It also deals with supply chain performance and metrics characteristics of a good performance metric types and categories of supply chain performance metrics methods and approaches of measuring supply chain performance and finally information required when measuring supply chain performance. Performance is the ability to meet certain criteria: the time it takes and the path used to get there. Supply chain performance is defined as the ability of the supply chain to deliver the right product to the correct location at the appropriate time at the lowest cost of logistics. This definition takes into account the time of delivery cost and value for the end consumer. The authors believe that this definition includes the most important aspects of the supply chain.

*Sustainable Supply Chain Management* Balkan Cetinkaya, Richard Cuthbertson, Graham Ewer, Thorsten Klaas-Wissing, Wojciech Piotrowicz, Christoph Tyssen, 2011-01-27 This book focuses on the need to develop sustainable supply chains economically, environmentally and socially. This book is not about a wish list of impractical choices but the reality of decisions faced by all those involved in supply chain management today. Our definition of sustainable supply chains is not restricted to so-called green supply chains but recognises that in order to be truly sustainable supply chains must operate within a realistic financial structure as well as contribute value to our society. Supply chains are not sustainable unless they are realistically funded and valued. Thus a real definition of sustainable supply chain management must take account of all

relevant economic social and environmental issues This book contains examples from a wide range of real life case studies and synthesizes the learnings from these many different situations to provide the fundamental building blocks at the centre of successful logistics and supply chain management

**Perspective-driven Performance Measurement for Supply Chain Management** Andreas Otto,Herbert Kotzab,  
**The SCOR model as an effective tool for measuring Supply Chain Performance** ,2018-07-09 Bachelor Thesis from the year 2015 in the subject Business economics Business Management Corporate Governance grade 2 5 University of Applied Sciences Fulda language English abstract The main objective of this paper is to analyse the Supply Chain Operation Reference SCOR model as an effective instrument for measuring Supply Chain Performance At the end a conclusion will be drawn based on the investigation carried out and a future perspective will be mentioned The 21st Century has been characterized by drastic advances in product development and shorter product life cycles The customer nowadays places a lot of emphasis on delivery times Thus rushing the right products to the end user has been the main objective of most companies More so in order to maintain strategic advantages companies have to improve their prices in order to maintain their market shares Supply Chain management is thus the strategic weapon needed by most global firms nowadays to stay on top of their game Given that raw materials and the manufacturing processes take place at different locations and even continents The coordination of information materials and financial flow is therefore imperative in order for the smooth and swift flow of data and products to be ensured Assessing and measuring the performance of processes along the entire supply chain is thus recommended So that every Supply Chain partner in the SC Network will benefit from the partnership Therefore the question arises Which instrument can be effectively used to measure the performance of a Supply Chain Companies have to measure their Supply Chain Performance in order to have a clear sense of direction By setting goals based on performance variables measuring them and following them up It is possible to create an improving business pattern that is in line with the company s strategic goals Companies have to measure and assess the processes involved along their entire supply chain By so doing they can improve their efficiency share best practices and improve their overall supply chain performance There are many instruments used for measuring supply chain performance Nevertheless using the most effective of them will guarantee better results

Designing a Performance Measurement Tool for Supply Chain Management Claudia Altherr,Erik Hofmann,2006

**Green Supply Chain Management: Product Life Cycle Approach** Hsiao-Fan Wang,Surendra M. Gupta,2011-08-05 A COMPLETE GUIDE TO IMPLEMENTING A GREEN SUPPLY CHAIN This detailed resource provides a stage by stage production methodology within the life cycle of a product to ensure environmental compliance and economic goals After covering basic concepts and background Green Supply Chain Management Product Life Cycle Approach discusses green engineering technologies green value chain management and green information management systems The book delivers the knowledge to quantify the environmental impact on supply chains and identify opportunities for making improvements

leading to both green engineering and green management of a product

COVERAGE INCLUDES Mathematical background  
Green engineering Green materials Environmental design Green procurement vendor selection with risk analysis Green production manufacture and remanufacture in certain and uncertain environments Green logistics recycling with certain and uncertain situations Green customers features and identification End of life management disassembly and reuse Database for life cycle assessment procedure with database Web based information support systems

*Supply Chain Performance Measurement* Lawrence Kabinga, 2015-09-17 Supply chain management has evolved historically from the use of management accounting techniques to measure the performance of organization s supply chain performance to modest use of Key Performance Indicators to the current trend where supply chain managers use various mathematical models This book analyses in detail the traditional Supply Chain Management techniques versus the modern Supply Chain Management techniques and introduces a new measurement platform that uses life skills as a measurement index Life skills training is combined with emotional intelligence systems to be incorporated and used together with other available systems This new approach does not replace the existing systems but complements them to enhance effectiveness and efficiency in the field of employee well being and welfare which inevitably affect their performance while performing supply chain management duties This new approach enhances mutual relationships between the supply chain department and other department in an organization setting to promote effective communication which is vital in the current world economy characterized by global procurement international sourcing and cross border trade

*Development of a supply chain performance measurement system* Christian Biewald, 2014-10-29 Master s Thesis from the year 2014 in the subject Business economics Supply Production Logistics grade 1 3 University of Applied Sciences Kempten language English abstract The goal of this master thesis is to provide an analysis of existing supply chain performance measurement systems as well as an evaluation of their suitability for the electronics manufacturing industry Furthermore the hypothesis that the implementation of a supply chain performance measurement system in cooperation with supply chain partners will lead to sustainable competitive advantages within the supply chain is going to be proven As competitiveness in future industry will be increasingly supply chain vs supply chain rather than firm vs firm holistic performance measurement systems become more and more relevant to global operating companies Hult 2008 p 538 Although the efficient management of global supply chain networks already has the potential to create competitive advantages most industrial companies still focus on production efficiency and selective optimization that disable fast adaption to changing customer requirements In increasingly saturated markets a technology driven competitive advantage is often quickly compensated by low cost countries In contrast high service quality established by efficient logistics processes can hardly be adopted in short time Richert 2006 p 44 Especially in the areas of fast moving consumer goods and the electronics industry companies need to be able to quickly react on changing consumer demands in order to fulfill the customer s requirements in a flexible way Cooperative management between supply chain partners creates

higher transparency and market orientation that allows the entire supply chain network to operate in a more flexible and efficient way. In consequence, the supply chain's competitiveness will increase due to higher service value for the customer. But as most industries still struggle with the development of flexible supply chain structures, suitable management tools are obviously not available or applied yet. Therefore, this master thesis provides in a first step an evaluation of existing supply chain performance measurement systems regarding their suitability for current business environments. In a second step, the development process towards a practical implementation of the most suitable performance measurement system in an electronics manufacturing company is described. Based on a defined supply chain strategy, a standardized approach leads to the development of a supply chain management system providing the preconditions for creating a competitive advantage.

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