## **CONTENT**

Foreword (Ruediger Hagedorn)	XXIV
Foreword (Theodor Valentin Purcărea)	XXVI
Foreword (Romeo Dumitru)	XXVIII
Acknowledgements	XXX
Author presentation	XXXII
Preface	XXXIV
Abbreviations	XXXVIII
CHAPTER 1. COLLABORATIVE MANAGEMENT	1
1.1. Collaboration in business for Supply Chain Management (SCM)	1
1.1.1. A new model of enhanced collaboration – serving customers in a	
sustainable way	3
1.1.2. New ways of working together in SC	4
1.1.3. Collaboration concept	6
1.1.4. Four concepts of collaboration	7
1.1.5. Consumer centricity	8
1.2. Alliances Management	11
1.2.1. Strategic alliances	12
1.2.2. From joint ventures to strategic alliances	12
1.2.3. The general model of an alliance	16
1.3. Collaboration management, a strategy for the future	19
1.3.1. Collaboration evolution for streinghtening the value creation and	for
profitable growth	19
1.3.2. Collaboration benefits	22
1.4. New ideas for the ECR and SCM next generation	24
1.4.1. New ways of working together	24
1.4.2. Training people for change	32
1.4.3. Digital consumer era	33
CHAPTER 2. SUPPLY CHAIN MANAGEMENT – FUNDAMENTALS	36
2.1. Supply Chain Management	36
2.1.1. Preliminary components	36
2.1.2. Strategic goal of the supply chain	46
2.1.3. Supply Chain role in the company's strategy	48
2.1.4. Supply Chain "pull" versus Supply Chain "push"	49
2.2. Supply Chain Integration	51
2.2.1. Integrating Supply Chain with logistics service provider	53
2.3. Organizational strategy – Outsourcing	54
2.3.1. Concept definition	54
2.3.2. Outsourcing – a change policy	55
2.3.3. Conditions for a successful outsourcing	55
2.3.4. Outsourcing procedure	56
2.3.5. Subcontracting, downsizing, redesigning	56

	2.3.6. Outsourcing and change	57
	2.3.7. Establishing the ranking/priorities	58
	2.3.8. Achieving cost savings	59
	2.3.9. Access to specialized competences	59
	2.3.10. New competences in terms of innovation	60
	2.3.11. Outsourcing: risks mitigation	60
2.4.	Supply Chain Process Management using SCOR model (Supply Chain	
	Operations Reference – version 6.0)	62
	2.4.1. Model description	62
	2.4.2. SCOR model structure	65
	2.4.3. The first three levels of the SCOR model	66
2.5.	Redesigning Supply Chain Processes	76
	2.5.1. Reengineering Operational Processes (ROP)	76
	2.5.2. APQC – Classification Processes Framework	78
	2.5.3. Reengineering processes objectives	79
	2.5.4. Proactive action with selected customers	80
	2.5.5. Business Process Improvement (BPI)	82
	2.5.5.1. Strategic processes alignment	82
	2.5.5.2. Processes mapping	83
	2.5.5.3. Business Process Reengineering (BPR)	84
	2.5.5.4. Business Process Maturity	86
	2.5.5.5. Performance analysis of the return process of the SCOR model	88
2.6.	Case study: Pharmaceutical Supply Chain in Romanian national	
	healthcare system	90
	2.6.1. Improving Drug- Pharmaceutical Supply Chain	91
	2.6.2. Negative points occurring in newly built process and difficulties in	
	implementation	92
CH	PTER 3. EFFICIENT CONSUMER RESPONSE	93
	ECR – Efficient Consumer Response, SCM's strategic orientation	93
J	3.1.1. Classic commercialization issue of Consumer Goods (CG)	93
	3.1.2. What is ECR?	94
	3.1.3. ECR occurrence	94
	3.1.4. Information management in order to win competitive advantage	96
3.2.	ECR processes	97
	3.2.1. Managing demand process (Demand Side)	97
	3.2.2. Efficient Replenishment (ER) process (Supply Side)	99
	3.2.3. ECR Enables Technology	102
3.3.	Cross Docking	102
	3.3.1. Introduction	102
	3.3.2. Case Study: Cross Docking at Coca-Cola Romania	104
	3.3.3. Cross Docking's impact over the replenishment process	104
3.4.	Demand Management in Supply Chain by optimizing classification.	
	Merchandising Tools.	106
3.5.	Continuous Replenishment Program (CRP) and Supply Chain	
	Management	110
	3.5.1. Continuous Replenishment advantages	111
	3.5.2. The ECR process and activities model in CG industry	111
	3.5.3. Integrating continuous replenishment: DC (Distribution Center) and	
	retailers. Case study	115
	·	

	3.5.4. Supply Chain integration	117
3.6.	Store replenishment automation cycle	118
	3.6.1. Computer Assisted Ordering (CAO)	119
	3.6.2. POS scanning accuracy	120
	3.6.3. SKU (Stock Keeping Unit)	121
3.7.	Case study: Replenishment and perfect order within Coca-Cola HBC	122
	3.7.1. HBC Coca-Cola replenishment stages	123
	ADTED 4 DEMAND CHAIN MANACEMENT (DCM)	120
	APTER 4. DEMAND CHAIN MANAGEMENT (DCM)	129
4.1.	Demand Management, Customer Satisfaction and Loyalty	129
	4.1.1. Customer needs in the XXIst century	129
	4.1.2. The four main orientations of customers	130
4.2.	Customer Expectations Management	135
	4.2.1. Expectations determination and ways of influencing them	135
	4.2.2. The connection between meeting expectations and customer loyalty	137
	4.2.3. Expectations management role	137
	4.2.4. Customer relationships importance in expectations satisfaction	138
	4.2.5. Customer Expectation Management	139
4.2	Contained the many artisfaction. Callbourties accomment ones. Value	
4.3.	Customer/shopper satisfaction. Collboration assesment upon Value Chain	1.41
		141
	4.3.1. Future value chain orientation	141
	4.3.2. Shopping journey	142
	4.3.3. Shoppers satisfaction	143
	4.3.4. Shopping experience	143
4.4	4.3.5. Case study. Shopping experience measurement	144
4.4.	Theoretical considerations regarding the value concept	149
	4.4.1. Defining the concept of value of customer	149
	4.4.2. Defining Customer Value Management	150
	4.4.3. Approaching the Customer Value concept	151
	4.4.4. Customer Value Anticipation	152
4 -	4.4.5. Relationship Value Management	154
4.5.	Consumer Value Management	<b>155</b>
	4.5.1. From products to solutions and from transaction to relationships	156
	4.5.2. Relationship versus loyalty	156
4.6	4.5.3. Consumer Value Management	157
4.6.	Consumer Value Strategic Management	<b>159</b>
	4.6.1. The two dimensions of consumer value	159
	4.6.2. Best understanding of the delivered consumer value	160
4 -	4.6.3. Consumer value dimensions	161
4./.	Customer excitement/enthusiasm	163
	4.7.1. Why it is important to create customer excitement/enthusiasm	163
	4.7.2. The steps from customer satisfaction to excitement/enthusiasm	1.6.4
	developement	164
	4.7.3. The four strategic levers for achieving customer excitement/	1.00
4.0	enthousiasm	166
4.8.	Out of stock management for an Efficient Consumer Response	169
	4.8.1. ECR Europe model – oriented to decrease out of stock	171
4.0	4.8.2. Case study. S.C. Natura S.A. versus Kaufland and XXL	172
4.9.	Customer Relationship Management (CRM)	176

4.9.1. Supply chain and CRM strategy	176
4.9.2. Organization of Customer Relationship Management: CRM teams	178
4.9.3. Modeling value creation chain	179
4.9.4. CRM process	179
4.9.5.Measuring Customer Relationship Management performance proc	ess 180
4.9.6. Interorganizational collaboration in CRM	181
4.9.7. The relationship between customer value and other concepts	184
4.10. Customer Managed Relationship by its relevance	186
4.10.1. Customer Managed Relationship (CMR)	186
4.10.2. What is Customer Relevance	187
4.10.3. The new model for CR	187
4.10.4. The five commerce attributes and customer relevance	189
4.10.5. Case Study. Customer relevance in a bank	191
CHAPTER 5. CATEGORY MANAGEMENT	194
5.1. Category Management introduction	194
5.1.1. Defining category	194
5.1.2. Defining Category Management	195
5.2. Category Management Process	196
5.2.1. Theoretical considerations	196
5.2.2. Category Management Process	198
5.2.2.1. Category Management roles	199
5.2.2.2. Elements that impact the category performance	199
5.3. Category Management implementation and shopper's insight	201
5.3.1. Basic elements of Category Management process project	203
5.3.2. Implementation plan	205
5.4. Collaborative partnerships principles between commercial partr	
in Category Management	208
5.4.1. Assortments tactics	210
5.4.2. Pricing tactics	211
5.4.3. Promotion tactics	212 214
5.4.4. Merchandising tactics <b>5.5. Case studies</b>	214 <b>215</b>
5.5.1. Supermarket`s dairy products	215
5.5.2. Category Management for non alcoholic drinks: TYMBARK products	
CHAPTER 6. SUPPLY CHAIN ALLIGNMENT of SUPPLIERS and L	
PROVIDERS	228
6.1. Collaborative Supplier Relationship Management (SRM)	228
6.1.1. SRM process approach	228
6.1.2. SRM stages	229
6.1.3. SRM practices	230
6.1.4. CIPS model	232
6.1.5. Procurement Chain. Key concepts. Decision making ways in	22.4
procurement chain	234
6.1.6. Kraljic portfolio method	236
6.1.7. Monszka Michigan State University (MSU) method	238
6.1.8. Case study: Demand Procurement HISTRYA Company  6.2. Strategic alignment of Logistic Service Providers (LSP) to Supple	240
6.2. Strategic alignment of Logistic Service Providers (LSP) to Suppl Chain Management	iy 243
SHAIR FIGHTAGEREE	273

	6.2.1.	Assumptions	243
	6.2.2.	Europe ECR projects	244
	6.2.3.	Case study. Challenges for Supply Chain agility/responsiveness	
		[Development of Methodology for Best Assessment Project no. TREN	
		105-FP&TR-S07.50016-010015, Logistics Best Practices (BestLog)]	245
	6.2.4.	Key areas of enhancement	247
6.3.	Tools	and techniques of SCM logistic services	248
	6.3.1.	Bar code	248
	6.3.2.	Supply Chain Planning (SCP)	248
	6.3.3.	Electronic Data Interchange (EDI) and Information Technology (IT)	248
		Reusable Transport Items (RTI)	248
		RTI standard identification based on EAN.UCC System: Global	
		Returnable Asset Identifier (GRAI) and Global Trade Item Number	
		(GTIN)	249
	6.3.6.	Efficient Unit Load (EUL)	250
		Unit Load Identification and Tracking (ULIT)	250
6.4.		Ready Packaging (SRP)	251
		Defining	251
		SRP types	254
		Functional requirements	255
		Case study	257
6 5		Product Introduction (NPI) in Consumer Goods (CG) industry.	237
0.0.		ject management vision in SC	258
		Introduction	259
		New Concept Development (NCD) model	259
		New Product Introduction. Challenges	263
		Supply Chain Management involvement	265
		Retailers and product developers	269
		Global Commerce Initiative (GCI). Process scenarios.	272
		Project management in NPI process	275
6 6		safety and traceability	273 278
0.0.		Food safety	278
		Good practices	280
		ISO 22000 International Standard	280
			283
		Food traceability Information Tochnology in traceability	287
		Information Technology in traceability  ECR global model of traceability and food safety in Supply Chain	289
	0.0.0.	6.6.6.1. 2001/95 / EC Directive on terms of general food safety	299
		,	290
		6.6.6.2. European legislation on Food Safety – 2002/178 / EC  Directive	290
			290
		6.6.6.3. Products identification and traceability methods	
	c c 7	6.6.6.4. Traceability network management and extraction	294
<i>-</i> -		Case study: Food safety and beef traceability in restaurant	295
6.7.	_	ultural products Supply Chain Logistics. Case study: Fresh fruit	200
	-	ies) supply chain project management for TESCO	298
		Fresh fruit traceability	298
	6./.2.	Labeling and packaging	299
CH	APTER	R.7. INFORMATION AND COMMUNICATION	
		LOGIES (ICT) IN SCM	304
	· · · · · · · ·		

7.1.	Electronic Data Interchange (EDI)	304
	7.1.1. EDI introduction	304
	7.1.2. EDI implementation advanteges	304
	7.1.3. EDI effects on other sectors of the company	305
	7.1.4. EDI in Consumer Goods industry	306
	7.1.5. EDI components	307
7.2.	Electronic Data Interchange project implementation	309
	7.2.1. Key data	310
	7.2.2. Commercial transactions	310
	7.2.3. Reporting and planning messages	313
7.3.	Optical reading bar codes	314
	7.3.1. The importance of an accurate optical reading	314
	7.3.2. Optical reading quality	315
	7.3.3. An eight stages program in order to achieve a accurate optical eading	316
7.4.	Store Level Information Systems and Services (SLISS)	318
	7.4.1. Methods and practices for store information services	319
	7.4.2. Third Party information providers (3 PL)	320
7.5.	Fourth-Party Logistics (4 PL). Value Added Network	322
	7.5.1. From 3PL to 4 PL	322
	7.5.2. Key features of information solutions	324
	7.5.3. Data integrity and opportunity	327
7.6.	Computer Assisted Ordering (CAO)	329
	7.6.1. Information and technology flow	329
	7.6.2. Functional processes	330
	7.6.3. Forming the implied order process	330
	7.6.4. Physical product flows	331
	7.6.5. Organizational effects	332
	7.6.6. Implementation methods	333
CHA	APTER 8. GLOBAL STANDARDS IN SCM, IN CONSUMER GOODS	
ANI	D RETAIL	225
		335
8.1.	Using RFID (Radio Frequency Identification) and the EPC (Electronic	
	Product Code) in Supply Chain Management	335
	8.1.1. EPC based on RFID	335
	8.1.2. How does RFID work as part of the Supply Chain	337
	8.1.3. RFID improves Supply Chain	338
	8.1.4. EPC network	341
8.2.	Aligning the information in a Supply Chain through Global Data	
	Synchronization (GDS) and Global EPC standards coordinated by The	242
	Consumer Goods Forum (TCGF)	342
	8.2.1. Data 8.2.1. Integrated Vision CDS Nativers and EDS Clabal Nativers	344
	8.2.2. Integrated Vision GDS Network and EPC Global Network	345
	8.2.3. Global standards and GDS implementation	347
	8.8.4. Best practices of Global Data Synchronization (GDS) in an	240
0 3	organization from CPG industry	348
0.5.	Global Standards Management Process (GSMP)	<b>353</b>
	8.3.1. GSMP process 8.3.2. Global standards benefits	354 355
		355
	8.3.3. Globalization – standardization relationship	358

8.4.	Global Products Classification (GPC)	360
	8.4.1. Introduction	360
	8.4.2. GS1 clasification project	362
	8.4.3. GPC framework	362
8.5.	Intelligent Tagging	365
	8.5.1. Vision	365
	8.5.2. Intelligent Tagging CGI model	366
	8.5.3. GTAG initiative of GS1	368
CH/	APTER 9. MANAGEMENT TOOLS (Enablers & Integrators)	370
	E-commerce B2B (Business to Business)	370
	9.1.1. Defining	370
	9.1.2. E-commerce components	370
	9.1.3. B2B tools	372
9.2.	SCM tools	377
	9.2.1. Logistic – development SCM tools source	377
	9.2.2. Entreprise Resources Planning (ERP)	379
	9.2.3. SCM SAP capabilities	381
	9.2.4. SAP system concepts	382
9.3.	Collaborative Planning, Forecasting and Replenishment (CPFR)	384
	9.3.1. Defining CPFR	384
	9.3.2. Existing processes analysis	387
	9.3.3. Ongoing key gaps in current forecasting and planning practices	388
	9.3.4. CPFR process	389
	9.3.5. Organizational implications	392
9.4.	Activity Based Costing (ABC)	393
	9.4.1. Introduction	393
	9.4.2. ABC resource and time requirements	395
	9.4.3. Activity Based Management (ABM)	396
	9.4.4. Working phases in ABC project	396
9.5.	Reducing Shrinkage phenomenon in a Supply Chain organizations	
	and logistics processes	397
	9.5.1. Defining SHRINKAGE	397
	9.5.2. SHRINKAGE causes	398
	9.5.3. Understanding theft	400
	9.5.4. Five ways to prevent fraud	401
	9.5.5. Four ways to decrease stealing in retail (shrink the shrinkers)	402
0.6	9.5.6. ECR Europe shrinking approach	402
9.0.	Lean Thinking and Lean Supply Chain 9.6.1. What is lean enterprise?	<b>405</b> 405
	9.6.2. The five basic ideas of Lean Thinking	403 407
	9.6.3. Work principles of Lean Management	407
	9.6.4. Lean Upstream Supply Chain	
	9.6.5. Lean Downstream Supply Chain	410
	9.6.6. Lean production best practices	412 416
	9.6.7. Value Stream Map – tool used in Lean Manufacturing	419
	9.6.8. Case study: Value Stream Map implementation	419
	APTER 10. SUPPLY CHAIN PERFORMANCE MEASUREMENT	429
10.1	L. Supply Chain Value Measurement	<b>429</b> 429
	10.1.1. Customer delivered value measurement	429

	10.1.2. Emotional measures versus functional measures	429
	10.1.3. Customer received value measurement	431
	10.1.4. Insights in defining and measuring value on consumer/ shopper/	
	user terms. Solution for customer value.	432
10.2.	Alliance performance measurement between two organizations in	
	order to promote a FMCG product	435
	10.2.1. Producers – distributors – retailers alliance performance measurement	435
	10.2.2. Defining a common strategy for promotion	437
	10.2.3. Case Study. Alliance performance measurement regarding the	.07
	cooperation for promoting sales between SC EKO-MP Ploieşti and	
	INTEREX Târgoviște	437
10 3	Alliance management and performance measurement in Supply	137
10.5.	Chain. Applying the Global ECR Scorecard model for alliance	
	performance measurement.	438
	10.3.1. Introduction	438
	10.3.2. Achieving alliances approach	439
	10.3.3. Business alliances performance measurement in the supply chain	433
	through Global ECR Scorecard	441
	10.3.4. Key Performance Indicators (KPI) introduction	441
	· · · · · · · · · · · · · · · · · · ·	449
104	10.3.5. Three levels of capability assessment introduction	449
10.4.	Using The Balanced Scorecard (BSC) for Performance Process	451
	Dashboard of the supply chain	<b>451</b>
	10.4.1. Supply Chain process management and performance measurement	451
	10.4.2. Using The Balanced Scorecard (BSC) for organization piloting in a	454
	supply chain	451
	10.4.3. Case Study. Supply Chain at SC ILDŢA SA	452
	10.4.4. Piloting supply chain internal key processes with Balanced	450
	Dashboard at SC ILDTA SA	453
10.5.	SC performance and collaborative strategic management through	
	BSD (Balanced Scorecard)	455
	10.5.1. Introduction	455
	10.5.2. ECR – Europe studies regarding alliance performance	456
	10.5.3. Supply Chain Balanced Scorecard	458
	10.5.4. ECR alliance Balanced Scorecard	459
	10.5.5. Using SCOR (Supply Chain Operations Reference) model as a	
	performance measure tool	460
10.6.	Supply Chain process evaluation tools	462
	10.6.1. Introduction	462
	10.6.2. Supply Chain Management (SCM) and SCOR model	463
	10.6.3. Tool usefulness	463
	10.6.3.1. Transforming business objectives into supply chain	
	performance goals	464
	10.6.3.2. SC features	466
	10.6.3.3. Process evaluation	466
	10.6.3.4. Evaluation criteria	468
	10.6.3.5. Improvement actions determination	468
СНА	PTER 11. NEW DIRECTIONS IN SUPPLY CHAIN MANAGEMENT	483
	Financial Supply Chain Management (FSCM): a new solution for the	<del>-103</del>
<b>44.1.</b>	resilience	483
	I CONTROLLE	TUJ

	11.1.1. Introduction	483
	11.1.2. FSCM issue	484
	11.1.3. Cash flow cycle of Financial Supply Chain	484
	11.1.4. The institutional approach. Fourth Party Logistics Providers	486
	11.1.5. Supply Chain financial flows	487
	• • •	488
	11.1.6. Supply Chain Finance (SCF)	490
	11.1.7. Working Capital Management (WCM)	
	11.1.7.1. Working Capital Management and commercial loan	490
	11.1.7.2. FSCM Key Indicators	492
	11.1.7.3. A new financial solution: factoring and reverse factoring	400
	vs. commercial credit	492
	11.1.7.4. Best Practices in Romania and the Community Acquis	494
11.2.	Corporate Social Responsibility (CSR) in the collaborative supply	
	chain of consumer goods and retailing industry	496
	11.2.1. Introduction	496
	11.2.2. Best Practices in Corporate Social Responsibility	496
	11.2.2.1. World Business Council	496
	11.2.2.2. International standards	496
	11.2.3. Social Responsibility in Supply Chain Management	498
	11.2.3.1. Necessary activities in order to ethically monitor and	
	manage supply chain	498
	11.2.3.2. OECD Guidelines	498
	11.2.3.3. International Labor Organization (IOM)	499
	11.2.3.4. United Nations Global Compact	499
	11.2.3.5. CERES principles	499
	11.2.3.6. ISO 14001	500
	11.2.4. Europe CSR	500
	11.2.5. Supply Chain CSR	500
	11.2.5.1. Overview	500
	11.2.5.2. Supply Chain Environmental Management Systems	
	(SCEMS) and Environmental Safety and Health Systems	
	(ESHS)	501
	11.2.5.3. The European Commission	501
	11.2.5.4. Euro Commerce	502
	11.2.5.5. Promoting CSR in European commerce	502
	11.2.6. SCM global projects	502
	11.2.6.1. Global Social Compliance Program (GSCP)	502
	11.2.6.2. ISM Sustainability and Social Responsibility principles	503
	11.2.6.3. Consumers International (CI)	503
	11.2.7. CSR in supermarkets	504
	11.2.8. CSR implementation in Romania	505
11.3.	Customer Experience Management	506
	11.3.1. Concept evolution	506
	11.3.1.1. Customer Experience	506
	11.2.1.2. From CRM to CEM	507
	11.3.2. The application of experiences that sell	509
	11.3.3. Major factors influencing consumer decision in shopping process	509
	11.3.4. Retail design, economy and customer experience	511
	11.3.5. From experience management to experience inovation	513
	11.3.6. Seven steps to a better Customer Experience Management	515
	11.5.5. Seven steps to a better customer Experience Planagement	513

	11.3.7. Customer experience measurement. Case study.	517
11.4.	Supply Chain Risk Management (SCRM). Supply Chain resilient	
	achievement	522
	14.4.1. Supply Chain Risk Management (SCRM)	522
	14.4.2. Supply Chain vulnerability	523
	14.4.3. Understanding supply chain risk: a network perspective	524
	14.4.4. Supply Chain risk sources and effects	526
	14.4.5. Supply Chain disruption risk management	529
	14.4.5.1. Supply Chain mapping	529
	14.4.5.2. Ten principles in risk manangement	531
	11.4.6. Achieving resilient supply chain	533
	11.4.6.1. How to build a resilient organization	533
	11.4.6.2. Business advices	534
	11.4.7. Supply Chain reengineering	535
	11.4.7.1. Few recommendations	536
	11.4.7.2. Supply Chain collaboration	536
	11.4.7.3. Agility – a change response	537
	11.4.8. Supply Chain redesigning	538
	11.4.9. Case study: S.C. OŢELINOX S.A.	539
11.5.	Supply Chain Security	541
	11.5.1. Supply Chain Security Management (SCSM)	541
	11.5.2. Global and governmental interests in Supply Chain security and	
	risk management	542
	11.5.3. Supply Chain Security Management – "World Economic Forum"	543
	approach	543 544
	11.5.4. International standard for Supply Chain Security	544
	11.5.5. Case study. Risk analysis and impact on business continuity and security at ARCTIC	545
	11.5.6. Business Continuity Strategy Management	546
116	Customer Engagement through Omnichannel with the support of	340
11.0.	new digital technologies	550
	11.6.1. Theoretical pillars. Customer Experience Management in the new	330
	era of mobile technology	550
	11.6.2. Customer engagement	556
	11.6.3. Customer engagement in value creation	559
	11.6.4. Case study: pizza customer and pizzerias/selling pizza restaurants	339
	manager engagement	560
117	Customer-Driven Supply Chain. Proposal for using benchmarking in	300
11./.	measuring key processes performance	563
	11.7.1. Costumer centricity	563
	11.7.2. From customer value to costumer centricity strategy	565
	11.7.3. Demand Chain Management (DCM). From Demand Chain	303
	Management to supply chain managed by customer	566
	11.7.4. Managing Supply Chain Processes	569
	11.7.5. Business processes management (BPM) and Benchmarking Best	309
	Practices	571
	11.7.6. SC Processes Management using SCOR model	572
	11.7.7. Proposal for assesment tool of the provider processes and activities	3,2
	value from a customer perspective	577
	11.7.8. Renault – Nissan – Dacia Pitești Case study	577

11.8. Reverse Supply Chain Management	583
11.8.1. Reverse logistics – definitions and meanings	583
11.8.2. Reverse Logistics Management	585
11.8.3. Waste control system	586
Bibliography	591
Selective dictionary	606
Index	637
List of figures	647
List of tables	653
Annexes	656