

Collaborative Business for Value Chain Management

Virgil POPA

Valahia University of Târgoviște
virgilp51@yahoo.com

Abstract

Increased urbanization, aging population, increasing spread of wealth, increased impact of consumer technology adoption, increase in consumer service demands, increased importance of health and wellbeing, growing consumer concern about, sustainability, shifting of economic power, scarcity of natural resources, increase in, regulatory pressure, rapid adoption of supply chain technology capabilities, impact of next-generation information technologies generate the new objectives for supply chain management.

The next step in the collaborative process is to achieve alignment between the retailer and the manufacture partners on the targets, score and direction to follow, and the desired outcomes of the collaborative initiative.

In the new generation of inter-organizational business model, we see collaboration evolving from the slow and linear collaborative planning, forecasting and replenishment (CPFR) model, and JAG model to a rapid-response, synchronous approach that proliferates multi-enterprise supply chain information to all partners in near real time.

A company can now achieve visibility into POS data from its customers, as well as planning, order and inventory information, so it can truly perform collaborative replenishment. A company can also closely collaborate with its suppliers by sharing inventory, order and capacity information.

Keywords: *collaborative business, value chain, future supply chain, working together, collaboration, consumer and shopper journey*

Introduction

We are now in a market-driven economy, where the individual consumer is the ultimate channel master. The transfer of power from manufacturers to retailers sparked a series of paradigm shifts in how products are developed, introduced, distributed, serviced and retired. In the multi-enterprise global economy of today and the future, the supply chain is the common denominator across all of these elements. In order to understand these shifts, we must understand the megatrends that directly influence them (*Levi, Caudill, 2007*).

Megatrend 1: Mass Customization

In a commoditized world, consumers will increasingly satisfy both their basic and their non-essential needs through their consumption patterns. Progressively, the market adopts a mass-customization model, which allows consumers to customize products by self-

selecting their most preferred composition across a predefined selection of modules.

Megatrend 2: Globalization and Micro-segmentation

The aging populations of the United States, Europe and Japan will create new marketing challenges and service opportunities. Micro-segmentation of markets will replace traditional macro-segmentation, resulting in the parallel transition from macro-focused supply chains to microfocused supply chains designed for and serving the individual consumer. Central to this will be the capture and analysis of customer information about product/ service use, needs, wants desires and behavior. Knowledge of the customer down to this level of detail will be seen as mission-critical to the enterprise.

Megatrend 3: Rapid Innovation

Competitive advantage can be gained by focusing on product leadership, customer intimacy and operational excellence.

Central to this focus are product innovation and supply chain collaboration. Each can create differentiated value independently. Combined, they can help companies realize the full potential of innovative products by extending the life cycle of advantage or constraining the length of time a competitor has it. The market's constant demand for smaller, faster and more feature-rich products makes maximizing differentiation critical to sustained success. Innovation will become much more rapid as more products are tailored, customized or configured to individual tastes. As product life cycles shrink aggressively, speed to market is critical for extending the length of competitive advantage. There are many examples of companies that just a few years ago enjoyed a dominant position, but whose strategy has failed to yield continuous innovation. As a result, their competitors have taken market share through their own innovation strategies.

Megatrend 4: Collaboration Among Multiple Enterprises - In the new paradigm, companies are no longer single enterprises. They are members of specialized teams consisting of vendors, service providers and customers--all of whose roles are symbiotic and whose responsibilities are interdependent. As companies focus on building more responsive and flexible supply chain networks, they are discovering that they do not have just a single supply chain. They have many different supply chains that are specific to product, location, customer or supplier, each with different requirements and abilities.

It appears that everywhere in the world where we meet leaders of the

business and political world, practically everybody feels that *this age is different, new type of normality: chaotic* (Kotler, Caslione, 2009).

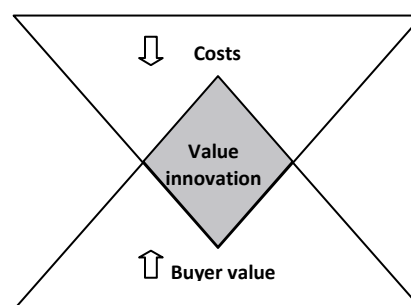
Blue ocean strategy challenges companies to break out of the red ocean of bloody competition by creating uncontested market space that makes the competition irrelevant. Instead of dividing up existing – and often shrinking – demand and benchmarking competitors, blue ocean strategy is about growing demand and breaking away from the competition (Kim, Mauborgne, 2005).

Value innovation is a new way of thinking about and executing strategy that results in the creation of a blue ocean and a break from the competition (Rother, 2010). Importantly, value innovation defies one of the most commonly accepted dogmas of competition-based strategy: the value-cost trade-off. It is conventionally believed that companies can either create greater value to customers at a higher cost or create reasonable value at a lower cost. Here strategy is seen as making a choice between differentiation and low cost. In contrast, those that seek to create blue oceans pursue differentiation and low cost simultaneously (Kim, Mauborgne, 2005).

Value Innovation: The Cornerstone of Blue Ocean Strategy

Value innovation is created in the region where a company's actions favorably affect both its cost structure and its value proposition to buyers. Cost savings are made by eliminating and reducing the factors an industry competes on.

Figure 1. The balance zone for the actions of the company to reduce the cost and the value expected by the shopper



Buyer value is lifted by raising and creating elements the industry has never offered. Over time, costs are reduced further as scale economies kick in due to the high sales volumes that superior value generates.

Supply – chaining is a method of collaborating horizontally – among suppliers, retailers, and customers – to create value. Supply-chaining is both enabled by the flattening of the world and a hugely important flattener itself, because the more these supply chains grow and proliferate, the more they force the adoption of common standards between companies (so that every link of every supply chain can interface with the next), the more they eliminate points of friction at borders, the more the efficiencies of one company get adopted by the others, and the more they encourage global collaboration (*Iyer, Seshadri, 2000*).

When the world is flat, our company both can and must take advantage of the best producers at the lowest prices anywhere they can be found. If you don't, your competitors will. So global supply chains – that draw parts and products from every corner of the world – have become essential for both retailers and manufacturers (*Friedman, 2005*).

As consumers, we love supply chains, because they deliver us all sorts of goods – from tennis shoes to laptop computers – at lower and lower prices and tailored more and more precisely to just what we want. That is how Wal-Mart became the world's biggest retailer. But as workers, we are sometime ambivalent or hostile to these supply chains, because they expose us to higher and higher pressures to compete, and force our companies to cut costs, and also, at times, cut our wages and benefits. That is how Wal-Mart became one of the world's most controversial companies.

Once it established that basic method of buying directly from manufacturers to get the deepest discounts possible, Wal-Mart focused relentlessly on three things. The first was working with the manufacturers to get them to cut their costs as much as

possible. The second was working on its supply chain from those manufacturers, wherever they were in the world, to Wal-Mart's distribution centers, to make it as low-cost and frictionless as possible. The third was constantly improving Wal-Mart's information systems, so it knew exactly what its customers were buying and could feed that information to all the manufacturers, so the shelves would always be stocked with the right items at the right time.

1. A New Model for Enhanced Collaboration

Serving Consumers in a Sustainable Way

Current supply chain designs are primarily aimed at improving on-shelf availability, reducing cost and supporting sound financial figures (like ROI or return on brand equity). The consumer responses reinforced this varied timing aspect of satisfaction (*Dima, Starostka-Patyk, Grabara*). In the future, the industry must design for additional parameters like CO2 emissions reduction, reduced energy consumption, better traceability and reduced traffic congestion. The impact of these new parameters on the current bottom line may not yet be substantial but will grow in the coming years and efficiency improvements will almost certainly be realised. Supply chain strategy needs to look ahead and give priority to these parameters. All stakeholders in the supply chain will need to play their part to accomplish this change. Consumer awareness and demand for new products and services will also accelerate the adoption of new practices.

Characteristics of the 2016 Future Supply Chain

The future model will be based on multi-partner information sharing among key stakeholders: consumers (the originators of the demand signal, either from home or from a store), suppliers, manufacturers, logistics service providers and retailers. After production the products will be shipped to collaborative warehouses in

which multiple manufacturers store their products.

Collaborative transport from the collaborative warehouse will deliver to city hubs and to regional consolidation centres. Warehouse locations on the edge of cities will be reshaped to function as hubs where cross-docking will take place for final distribution.

Non-urban areas will have regional consolidation centres in which products will be cross-docked for final distribution.

Final distribution to stores, pick-up points and homes in urban and non-urban areas will take place via consolidated deliveries using efficient assets.

Integrating these improvement solutions together with collaboration concepts into a cohesive model will provide the future supply chain architecture that will help bring new efficiency and cost reduction for the industry. Researches in this domain demonstrates how the different solutions should be considered in relation to each other, and makes it clear that a big impact on the parameters can be made when the following concepts are merged and implemented: Information sharing – driving the collaborative supply chain; Collaborative warehousing; Collaborative city distribution (including home delivery and pick-up); Collaborative non-urban distribution (including home delivery and pick-up).

1.2. New Ways of Working Together

Economic trends: new markets and a new economic balance.

Brazil, Russia, India, China, Africa and Korea will be major markets to consider in the coming years. Each of these markets will evolve much more quickly, compared with the parallel changes that occurred in North America and Western Europe. There will also be changes in the balance between local and global sourcing.

Ecological trends: sustainability and the scarcity of natural resources.

Sustainability will be a prime consideration for future scenarios. The industry will need to convince consumers that it is operating in an ecologically responsible manner. The 2007 Bali Treaty and other

political initiatives are challenging the industry to come up with breakthrough solutions by 2020.

Preserving energy and raw materials and other resources like water will become a crucial aspect in future supply chains, as costs will likely remain volatile and supplies will continue to dwindle.

Demographic trends: graying and urbanisation.

The future will be dramatically changed by shifting demographics, such as the graying of Western countries and the increase in urban population. For example, it is projected that 51.3% of the world's population will be urban by 2010.

New technology trends: explosion of information.

Moore's Law will continue to scale the effects of new technologies in ways never before seen. For example, RFID technologies will play a big role in the future. In addition, the adoption and use of new technologies by consumers and shoppers (in home, in stores, on-the-go) will grow rapidly.

Regulatory trends: new rules, new compliancy.

In addition to consumer pressure and companies' own growing emphasis on corporate social responsibility, governments will enact more regulations, particularly targeting areas such as sustainability. This will be done by government and regulatory bodies at different levels: local, national and international. In addition, some current labour regulations must be repealed (for example, for more flexible working times) to allow infrastructures to be used to their full capacity with less stress on the environment.

Consumer behaviour: driving the value chain.

Consumers and shoppers will continue to become more demanding and empowered. In fact, they will become active partners in the supply chain and will directly drive product development and replenishment. They will increasingly interact (including ordering and buying) via different channels (online, in-store, mobile), 2 and will require other delivery mechanisms besides the stores, including, for example,

neighbourhood distribution and home delivery.

Product flow: redesigning supply chains.

New industry challenges necessitate new supply chain solutions. Urban structures will require special attention. Current transportation and infrastructures are increasingly congested and hamper the required service levels. In addition, energy prices and government regulations (for example, relating to city distribution) will have a significant impact on transportation. The industry will need to rethink how products are distributed.

Information flow: managing complexity through transparency.

Supply chains in the future will be even more complex than they are today. Companies will need to determine how best to work together to effectively match supply with demand. Open information sharing will be an important foundation to help companies anticipate dynamic consumer demands. Collaboration should focus on areas of common interest, without affecting the competitive positioning of companies.

Critical Changes Need to be Made

True collaboration will be imperative.

The coming years will see a new era for industry collaboration, which will become an important factor for future success. In many cases, this will require companies to rethink their areas of competitive advantage. Some business areas that are now considered to be core differentiators may well become candidates for collaboration with competitors, such as replenishment in inner cities. In addition, industry collaboration will be essential to encourage governments to enact more appropriate regulations.

Supply chain managers will need new capabilities.

Addressing all of these challenges will require new ways of working, new tool sets and thus new supply chain management capabilities. New types of supply chain managers will look not only at efficiency, but will also understand the potential of innovation and collaboration. The mindset regarding the current

management capabilities should be changed in order to realise the vision. Achieving this new mindset will require additional training and development of new skills and tools. Education programmes should be set up to address these behavioural issues and to develop a new approach to leadership.

New Ways of Working Together (Figure 2) is about developing new ways for vertical trading partners to work together – including sustainable changes in culture, collaborative business planning and new measures and rewards. For a bilateral trading partner relationship, it offers an integrated roadmap for getting alignment and commitment on four key strategic choices in the collaboration of trading partners, which can ultimately lead to more satisfied shoppers and the elimination of waste, both of which should, in the end, produce better business results (GCI, 2008).

- **Focus on the Consumer:** involves trading partner bilateral collaboration to better meet the needs of our consumers and shoppers. One breakthrough concept, ECR Europe Jointly Agreed Growth (JAG) methodology, addresses the fact that, in more strategic relationships, annual business planning is simply insufficient. Business plans must allow for longer time horizons. With this longer-term business planning, protecting intellectual property and creating trust are essential. This approach will only work if there are common goals and common measures, and if there are enabling rewards and incentive systems that reinforce the right behaviours.

- **Connect Business Information:** addresses transparency and information sharing by establishing common goals, common measures and a common language. Key components include the establishment of GS1 standards for key performance indicators and the use of Global Data Synchronisation. The connection will only happen if it is linked to a long-term, shopper-focused business plan; if the ability of vertical trading partners to share and use data to achieve joint goals is reinforced.

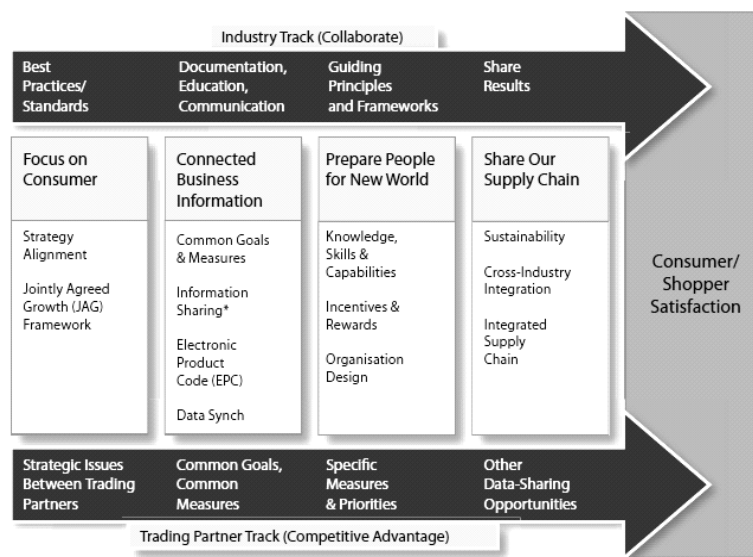
- **Prepare Our People:** addresses the organizational structures, capabilities,

measures, people performance incentives and rewards that either facilitate or create barriers to collaboration. It will only be meaningful if shopper satisfaction is adopted as a core ideal around which goals, measures and rewards are aligned; and if a shopper-focused business plan provides clear direction to the whole organisation. Retailers and manufacturers are currently benchmarking and testing capabilities needed in the people to encourage new and different behaviour.

• **Share Our Supply Chain:** is all about how the industry and trading partners

must do things differently to address volatile energy costs and the need for more sustainable business practices. It will only be possible if there is understanding of how every decision impacts the shopper, today and for the long term; if the information we share allows end-to-end supply chain visibility; and if we optimize the whole supply chain, rather than try to optimize each component and maintain siloed goals.

Figure 2. New ways of working together – Eliminate Supply Chain Disruptions, Enable Growth



Source: GCI – 2018: The future value chain, 2006

JAG is another pragmatic approach that builds on earlier initiatives and companies' best-practice experience. It is a truly shopper-and-consumer-centric approach to growing an overall category – aiming to meet consumers' unsatisfied needs with innovation in its widest sense. Manufacturers bring consumer information to the table (for example, insights from focus groups and brand trackers) while retailers bring loyalty card data and shopper observations. Innovations generated jointly can include everything from targeted ranges for consumer segments to new fixture design. In a recent JAG pilot, for example, the partners developed an "in-store theatre": a

dedicated store space run by the manufacturer, where several related brands were featured together, giving a much more powerful idea of their functionality than traditional displays.

1.3. The concept of collaboration

Building the capacity to collaborate is hard work and demands the best of people, particularly when it involves people from different organizations with different goals and with little history of working together (Senge, 2008).

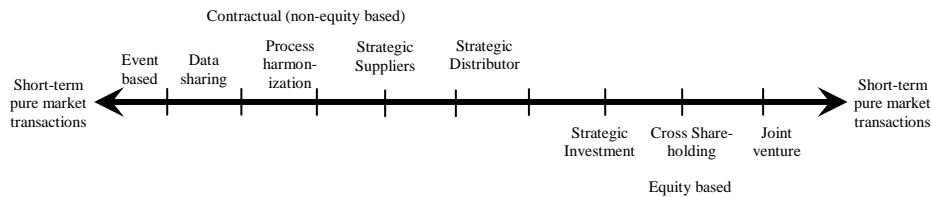
Categorizing Collaboration in the Consumer Products Value Chain

For consumer products companies, meeting the demands of the “new world thinking” inherent in the industry today requires the formation of collaborative relationships that enable companies to grow at reduced cost while providing sustainable consumer value. Relationships within the value chain that have evolved over time are either typically based predominantly on short-term market

transactions, or have developed into long-term ownership solutions (Thomson, Ortis, Micheletti, 2006).

Collaboration versus other business models: Figure 3 shows relationships characterized as contractual non-equity based relationships – such as event-based, data sharing, and process harmonization.

Figure 3. Partnership categorization in the Consumer Products Value Chain



Source: Thomson, Jeniffer; Ortis, Ivano; Micheletti Giorgio, 2006

As transaction costs have decreased this has spurred companies within the consumer products value chain to outsource more of their non-core activities. The concept of traditional outsourcing is a request for proposal process, followed by formal contract negotiations.

1.4. Four collaboration concepts are at the heart of the overall future supply chain architecture:

1. Information sharing - driving the collaborative supply chain;
2. Collaborative warehousing;
3. Collaborative city distribution, including home delivery and pick-up;
4. Collaborative non-urban distribution, including home delivery and pick-up.

Trend: What Is Driving the Objectives

The first phase of the 2020 Future Value Chain project involved identifying and analyzing the trends that will have the greatest impact on our industry in the coming 10 years. twelve global root trends were identified that address change in society, shopper behavior, environment and technology (GCI, 2010).

1. Increased Urbanization and the rise of megacities will impact the size of stores, logistics and the supply chain, and distribution infrastructures, among other factors.

2. Aging Population will have economic and political consequences related to the amount of money spent on necessities like food and drink, and the type of delivery services, store formats and locations offered to older consumers.

3. Increasing Spread of Wealth will lead to a growing middle class in developing regions, impacting consumption and availability of food items and providing a source of growth for manufacturers and retailers.

4. Increased Impact of Consumer Technology Adoption will be reflected not only in consumers’ own behavior but also in their ability to influence the buying behavior of other consumers as the use of social and digital media continues to spread.

5. Increase in Consumer Service Demands will define new service models, offered via the Internet, that move beyond selling individual products and will bring different types of “solutions” to consumers and shoppers.

6. Increased Importance of Health and Wellbeing will have significant

ramifications as sales of healthful products and services are expected to nearly quadruple in the coming five years.

7. Growing Consumer Concern about Sustainability will lead consumers to look to governments and companies to play a major role in combating climate change.

8. Shifting of Economic Power to countries like China and India will cause trade areas to evolve and a new generation of globally competitive companies from these developing markets to emerge.

9. Scarcity of Natural Resources like energy, water and food will become a growing issue as demand is projected to outstrip easily available supplies over the next decade, resulting in increasing production costs.

10. Increase in Regulatory Pressure will be seen particularly for hot-button areas like the environment, sustainability and food safety.

11. Rapid Adoption of Supply Chain Technology Capabilities will enable a more synchronized value chain with greater visibility and traceability.

12. Impact of Next-Generation Information Technologies like cloud computing will lead to a new way to deal, jointly, with business and technology in the consumer goods industry

The *objectives* for collaborative business for value chain management: 1. Make the Business More Sustainable; 2. Optimize a Shared Supply Chain; 3. Engage with Technology-Enabled Consumers; 4. Serve the Health and Wellbeing of Consumers.

Three ways for companies to leverage the Future Value Chain

1. Apply the Future Value Chain framework.

2. Implement the relevant tactics and ideas from the Future Value Chain Initiative.

3. Challenge yourself to see how robust your 2020 strategy really is.

4. To be ready for 2020 (2018 and 2016) the **increase the collaboration** it is needed across the industry.

5. The Consumer Goods Forum companies need to **fully support** the Forum

programs - and the appropriate regional and local programs that are under way.

6. Companies across the industry need to **challenge themselves** on how prepared they are for 2020.

7. Companies should use the Future Value Chain framework to **develop strategy and tactical plan** that responds to the external shopper, consumer and societal trends.

The challenges facing retailers and manufacturers in creating profitable growth in their markets have intensified in recent years. Key changes causing this increased pressure include:

-The consumer's perception of "value" as a result of the economic crisis;

-A new generation of consumers with different expectations on lifestyle issues such as health and sustainability;

-The fragmentation of media channels;

-The transparency of the offer due to the development of digital media and the new potential these digital media create to interact differently with the consumer and the shopper than in the past.

2. The Consumer Centric

2.1. Serving Consumers in a Sustainable Way

Current supply chain designs are primarily aimed at improving on-shelf availability, reducing cost and supporting sound financial figures (like ROI or return on brand equity). In the future, the industry must design for additional parameters like CO2 emissions reduction, reduced energy consumption, better traceability and reduced traffic congestion. The impact of these new parameters on the current bottom line may not yet be substantial but will grow in the coming years and efficiency improvements will almost certainly be realized. Supply chain strategy needs to look ahead and give priority to these parameters. All stakeholders in the supply chain will need to play their part to accomplish this change. Consumer awareness and demand for new products and services will also accelerate the adoption of new practices.

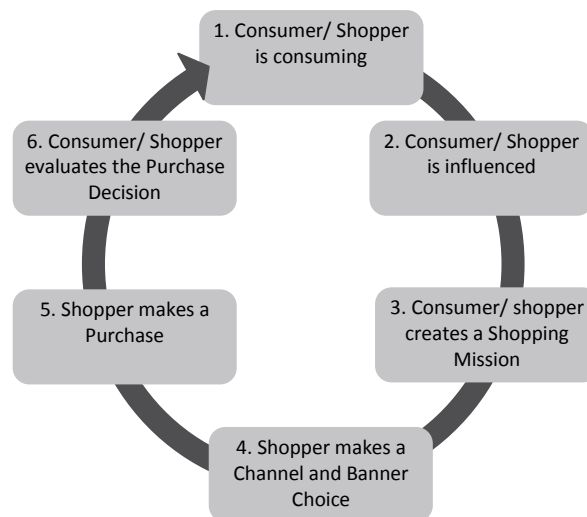
In recent years, the term “shopper/consumer centric” has become popular to describe decisions by retailers and manufacturers that focus on influencing shopper behavior to improve business results. New approaches, such as “shopper marketing”, have emerged as the new statement of what innovative “shopper centric” business processes look like. However, retailers and manufacturers seem to have different views on what a “shopper centric” business approach means and what it encompasses. These differences are not difficult to understand: both retailers and manufacturers put shoppers/consumers at the center of the process, but the difference is that retailers typically think of stores/categories first

while manufacturers typically think about their brands first. Clearly there is a big opportunity to bring these two complementary perspectives together around an integrated consumer/shopper approach.

2.2. Consumer and Shopper Journey Framework

The central idea that drives the C&SJ Framework is the concept of the *Consumer & Shopper Journey*. This is defined as: “The mapping of the behavior and decisions of a group of consumers/shoppers, from Consumption through to Purchase and Post Purchase.”

Figure 4. The consumer and Shopper Journey

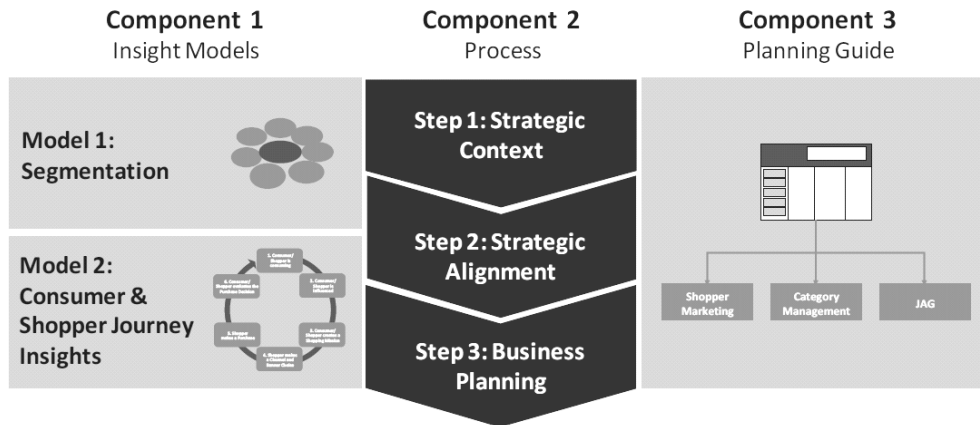


Source: ECR Europe (Emnos and TPG, 2011)

The fundamental proposition of the C&SJ Framework is that the insights generated from the C&SJ lie at the heart of a collaborative shopper-centric business approaches, including Category Management and Shopper Marketing. Once these insights are uncovered, a collaborative business process and a set of business tools then leverage these insights to develop superior value

propositions for target consumers and shoppers. The complete C&SJ Framework as shown in Figure 5 consists of three components: 1. The Insights Models; 2. A Collaborative Business Planning Process; 3. A Business Planning Guide and Tools that enable and apply this process (ECR Europe, 2011).

Figure 5. The components of the C&SJ Framework



Source: ECR Europe: *The Consumer and Shopper Journey Framework, 2011*

Steps in the Process

The most important component of the Consumer & Shopper Journey Framework (C&SJ Framework) is the Collaborative Business Process. This process consists of three steps: Step 1 – Strategic Context / Preparation; Step 2 – Strategic Alignment; Step 3 – Collaborative Business Planning (ECR Europe, 2011).

The essential starting point for any successful collaborative initiative is for each partner to clearly define the internal requirements for a successful collaborative effort and to complete the internal tasks needed to prepare for collaborative work. This work must be undertaken independently by the retailer and the manufacturer to ensure that each of their organizations is prepared to begin the joint business planning and implementation work. To complete this preparation, as shown in Figure 3, three specific tasks should be completed:

1. *Set the Internal Direction* – the retailer and manufacturer, working independently, answer key questions to ensure that the collaborative work will deliver results that are consistent with each firm's business objectives and strategies;

2. *Select Target Consumers and Shoppers* – the retailer and manufacturer gain internal agreement within their respective organizations on the consumer and shopper segment, or segments, to

target through collaboratively developed programmes;

3. *Select and Engage Target Partner* – each partner defines the criteria to be used to select the appropriate partner for the collaborative effort and uses these criteria to elect and engage the selected partner.

The next step in the collaborative process is to achieve strategic alignment between the retailer and the manufacturer partners on the targets, scope and direction to follow, and the desired outcomes of the collaborative initiative. This involves the completion of three tasks:

1. *Aligning on Consumer/Shopper Targets* – In Step 1, each partner defines independently their target consumer and shopper segment, or segments. Subsequently, the partners need to agree on which target segments will be the focus for their collaboration. This alignment is essential prior to beginning the detailed work of developing a business plan to deploy strategies and tactics against the selected target segments;

2. *Merging Consumer & Shopper Journey Insights* – The retailer and the manufacturer bring different consumer and shopper insights into the collaborative work. A major goal of the C&SJ Framework is to synergies these insights in the development of segment-focused value propositions and programmes. This task identifies these insight synergies and also any significant information gaps that

should be addressed to better understand and influence the consumer and shopper journey for the selected segment, or segments;

3. *Setting High Level Shopper Strategies* – Based on the opportunities identified through these combined insights, the retailer and manufacturer develop a set of preliminary, high level strategies that provide guidelines for more detailed tactical programmes;

The final step is business planning and implementation. The key tasks completed in this step are:

1. *Identify the Scope of the Plan;*
2. *Develop and Revise Shopper*

Marketing;

3. *Implement and Evaluate.*

Conclusion. Best practices for New Generation SCM Model

Integration across functions: new-generation SCM processes automatically combine this cross-functional information, analyze it, identify exceptions, recommend changes and then rapidly communicate these changes to supply chain partners and customers.

Acceleration of processes: with the latency of integrating the necessary information greatly reduced, supply chain management can become a real-time process.

End-to-end management: end-to-end supply chain management requires the integration of information from many applications.

Demand-driven supply chains: one of the most important characteristics within end-to-end supply chain management is the ability to drive the supply chain from actual customer demand instead of from sales forecasts.

Integration of planning and execution: in new-generation supply chain management, planning and execution are increasingly integrated.

Collaboration : in the new generation, we see collaboration evolving from the slow and linear Collaborative Planning, Forecasting and Replenishment (CPFR) model to a rapid-response, synchronous approach that proliferates multi-enterprise

supply chain information to all partners in near real time.

Process innovation: in the new generation, SCM systems can be quickly and easily modified to support process innovation, encouraging new practices.

Focus on business processes, not software applications: companies are buying business process platforms, with standard process workflows from a workflow library, and then modifying and extending these workflows to create unique business processes.

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