

CONTENTS

Preface	XI
Abbreviations and acronymus	XIV
CHAPTER 1 – MANAGEMENT APPROACH TO COLABORATIVE MANAGEMENT	1
1.1. Strategically Change Process	3
1.2. Alliance Management	10
1.3. Partnership Between the Manufacturer and the Retailer	20
1.4. Collaborative Management, a Strategy for the Future	28
CHAPTER 2 – SUPPLY CHAIN MANAGEMENT (SCM)	41
2.1. Supply Chain Management	43
2.2. The Integration in the Supply Chain	60
2.3. The Management of SCM Processes Using the SCOR Model	64
2.4. The Redesign of Logistic Chain Process	79
CHAPTER 3 –EFFICIENT CONSUMER RESPONSE (ECR)	113
3.1. ECR – Efficient Consumer Response, the Strategic Orientation of SCM	115
3.2. ECR Processes	121
3.3. Continuous Replenishment Programme (CRP) and Logistic Chain Management	128
3.4. ECR Europe Global Model of Food Traceability and Safety in the Supply Chain	138
CHAPTER 4 –DEMAND SIDE	151
4.1. Needs – Quality Report in Customer Satisfaction and Loyalty	153
4.2. Consumer Value	161
4.3. Customer Managed Relationship (CMR) Through his Relevancy. Case study	166
4.4. Consumer Enthusiasm	174
4.5. Implementation of Consumer Enthusiasm	181
4.6. Out of Stock Administration (OOS – Out of Stock) for an Efficient Consumer Response	187
CHAPTER 5 - CATEGORY MANAGEMENT	199
5.1. Introduction in Category Management	201
5.2. Category Analysis. Category Managers	208
5.3. Category Process. Case study	216

CHAPTER 6 – SUPPLY SIDE	239
6.1. Supplier Relationship Management (SRM)	241
6.2. Supply Chain Operational Flexibility	248
6.3. Strategic Alignment of Services Providers (3PL – Third-Party Logistics) in the Supply Chain	254
6.4. Techniques and Tools in Logistics Services	260
6.5. Customer Relationship Management (CRM)	265
6.6. Consumer Value Management	273
6.7. Shelf Ready Packaging (SRP)	278
CHAPTER 7 – INFORMATION TECHNOLOGIES AND COMMUNICATIONS IN SCM	301
7.1. Electronic Data Interchange (EDI)	303
7.2. Implementation of the Electronic Data Interchange Project	309
7.3. Optical Reading of the Bar Code	315
7.4. In Store Informational Systems and Services	323
7.5. 4PL – Fourth-Party Logistics (Information Services Provider). Value Added Network (VAN)	328
7.6. Computer Assisted Ordering (CAO)	337
CHAPTER 8 – GLOBAL STANDARDS IN SCM IN CONSUMER GOODS AND RETAIL	345
8.1. Using Radio Frequency Identification (RFID) and Electronic Product Code (EPC) in Supply Chain Management	347
8.2. Information Alignment in SCM, Through Standards Global Data Synchronization (GDS) and EPC Global, Coordinated by Global Commerce Initiative (GCI)	355
8.3. Global Standards Management Process (GSMP) in Consumer Goods	362
8.4. Global Product Classification (GPC)	371
8.5. Intelligent Tagging	376
CHAPTER 9 – MANAGERIAL INSTRUMENTS (ENABLERS &INTEGRATORS) FOR SCM	383
9.1. Electronic Commerce. Business To Business (B2B)	385
9.2. Colaborative Planning, Forecasting and Replenishment (CPFR)	395
9.3. Activity Based Costing (ABC)	405
9.4. Shrinkage Reduction in Organizations and SCM Processes	410
9.5. Continuous Improvement Management – Kaizen. Gemba Kaizen	419
9.6. Six Sigma	425

9.7. Lean Thinking	432
CHAPTER 10 – SCM PERFORMANCE MANAGEMENT	453
10.1. Consumer Value Measurement	455
10.2. Measuring the Alliance Performance Between Two Organizations to Promote a Fast Moving Consumer Goods (FMCG). Case study	461
10.3. Measuring the Alliance Performance Between Supply Chain Partners Through ECR Global Scorecard	466
10.4. Dashboard Performance a Piloting Tool of a SC processes Case Study	475
10.5. SC Performance and Strategic Collaborative Management Through Balanced Scorecard. Case Study	481
Glossar	511
Figure List	546
Table List	550