Literature Review

Abernathy, F.H., Dunlop, J.T. and Hammond, J. (2000). The researchers believe that Demand driven Supply Chain Management (DSCM) is an amazing challenge for companies to satisfy their customers in a better way. In this paper we discussed the logistical view on DSCM. A four stage integration model seems to be realistic for the FMCG-industry. What’s happening in FMCG will happen within five years in other types of industry. So we think that the developed logistics model is applicable on a industry wide scale. The dilution of goods flows is one of the biggest problems in DSCM. This problem reaches his top in the area of E- fulfillments. For that reason we formulate the statement that also E-logistics can learn a lot of the experiences within DSCM. So we conclude that DSCM is really a broad logistical challenge!

Andersen, P.H. and Rask, M. (2003) The paper reveals that supply management is, at best, still emergent in terms of both theory and practice. Few practitioners were able – or even seriously aspired – to extend their reach across the supply chain in the manner prescribed in much modern theory. The paper identifies the range of key barriers and enablers to supply management and it concludes with an assessment of the main trends.

Research limitations/implications – The research presents a number of challenges to existing thinking about supply strategy and supply chain management. It reveals the substantial gaps between theory and practice. A number of trends are identified which it is argued may work in favors of better prospects for SCM in the future and for the future of supply management as a discipline.

Balakrishan, A. (2004) Cost and currency fluctuations, supply disruptions, transportation capacity constraints and production recalls. As a Supply Chain Executive, you must handle all of this volatility, and more in a transparent manner, if you don’t –if there is even one misstep-your whole supply chain and its extended network can be brought to an abrupt help. The supply chain of the future has the instrumentations, interconnectedness and intelligences to predict, if not prevent disruptions before they occurs. It relies on new approaches that employee sensor technologies, new analytic capabilities and simulation techniques to not just sense and respond but anticipate and acted.
Bates, J. and Slack, N. (1998), To share information effectively across the entire supply chain, House of Fraser is implementing a messaging hub built on Microsoft BizTalk Server 2004. “BizTalk Server 2004 will enable us to integrate systems and business processes quickly and easily in a code-free environment,” Bond said. “Integrating systems or adding new suppliers will become a drag-and-drop operation that can be completed quickly and accurately.” Using BizTalk Server 2004 will also provide a single infrastructure for internal application-to-application.

Carr, A.S. (1999) Marketers must view customers as lifetime values beyond short term horizons. Ethics are our beliefs about what is right and what is wrong. The planning process recognizes responsibilities to consumers, channel members, and the company. This responsibility is accomplished by designing a marketing strategy to satisfy the needs of each of these groups. The law and general public-policy issues also come into play. However, personal beliefs about what is right and what is wrong should also constrain our decision making. It is called exercising ethical standard. Ultimately, marketing planners must live with their professional behavior and decisions in the same way that they must live with their personal behavior and decisions. An implication of the theory of competitive rationality is that the ethics and values of marketing planners greatly influence society. Because supplier behavior shapes consumer behavior that values of marketing planners expressed in what they make and how they sell set a moral tone in and beyond the market place. The ethical dilemmas can be complex.

Chandrashekar, A. and Schary, P. (1999) Taking into account the economic conditions of the logistics management processes, waste streams should be noted that their use can bring direct benefits to the organization by reducing consumption of raw materials for production, adding value to the process of recovery or disposal cost savings. Even if these benefits is not very clear and known not to be achieved in a short time, organizations engaged in the pursuit of logistics management of waste streams because of marketing issues, strategic and competitive, which are indirect benefits expected. For example, can be implemented a strategy to recover the value of adapting to future changes in legislation. Engaging in recovery, the organization also protects against competition that could not take over the technology and did not reach a better position in the market. Therefore, the strategy for implementation of recovery processes may also be part of building the image of the organization and improve relationships with customers and suppliers. Thus, the economic impact oscillates around other direct and indirect goals of the organization,
streamlining its operations comprehensively and functioning of the market.

Chen, I.J. and Paulraj, A. (2004) Excellence in supply chain management can be achieved by:
1. Understanding and practicing collaborative management philosophy by all organizations and especially the component of the pairs (supplier-producer, producer/distributor, and distributor-retailer) 2. Leadership oriented to teamwork as organizations 3. Generating a commune strategic plan 4. A perfect determination of the processes in each organization 5. A level of maturity of the return process by comparing (benchmarking) with the best companies that have the best practices and excellent results. 6. An alignment of the collaborative processes of these organizations through Business Process. Redesign for a performance of the whole logistic chain compared with other chains (Supply Chain). To succeed and to have a chain of excellence, each organization, and both of them in commune, can and must use instruments like: CMM (Capability Maturity Model), Process Classification Framework for Process Modeling, SCOR Model and others. Using project management thinking, through WBS (Work Breakdown Structure) we can use Microsoft Project to refine the architecture processes - sub-processes - activities - sub-activities Using project management help us with specific tools (WBS, Gantt) to ordering activities and we believe the benchmarking tool may be useful in measuring the maturity level of activities and sub-processes. The project provides the organization with an alternative way of achieving results where the work to be done is likely to cross functional boundaries. The project is a powerful mechanism for achieving success, is something special by its nature and by the fact that is perceived as being outside normal operations. It may be defined as a collection of linked activities carried out in an organized manner with a clearly defined start point and finish point, to achieve specific results that satisfy the needs of an organization as derived from the organization’s current business plans. Successful project management uses planning techniques to define the project objectives in sufficient detail to support effective management of the project.

Chris Larson (2005) Evolving from a non-Just in Time to a Just In Time production process requires tremendous commitments from many different company departments, as well as a number of employees. Change can be uncomfortable. However, the long-term gain of the collaboration and the demonstrable and measurable improvements in production, productivity, cost savings and even customer satisfaction are well worth the short-term discomfort.
Christopher, M. (1998) Putting these different aspects together the consequences of this innovation strategies are important for restructuring the retail market and gaining a more competitive position on it. In the competitive struggle will be important for retailers, in the next period of time, to exploit better the following directions: Attract new customers, Offer valued added services, Development of own brands, Expansion with low costs, Strengthen the customers’ loyalty, Entering on profitable niche, Efficient distribution process, One of the major and most innovative are of change has been the development of distribution system. Logistical innovations were required due to technical point of view by the need to extend the product range of fresh and chilled products, but also generated an acceleration of stock flows. The competition is on both price and an un-priced convenience. Thus supermarkets and hypermarkets are facilitating reductions or qualitative improvements in the un-costed time expended by the consumer through the growth and rapid development of infrastructure for home shopping. Development of the modern trade forms meant in the same time the promotion of their brands in the Romanian market. All retail networks identify in own brands an important opportunity to growth in the market, so all of them applied this strategy for development own brands for both food and non-food segment on entry level.

Cigolini, R., Cozzi, M. and Perona, M. (2004) Obviously, companies have taken over the initiative in retailing, being forced to innovate in the field of positions vocabulary, as well as content for the new positions (going as far as the job description). The recruitment process for inferior level positions brought along no problems in terms of identifying potential employees, but it did because of their lack of qualification for specific positions. The temptation for employers appeared immediately: small salaries. This has generated a phenomenon that eventually all employers complain about: migration to impressive rates, which sometimes go beyond 50 %.

Cox, A. (1999) One can appreciate that logistics can play an important role in the economy, which is positive appreciated but not always. Thus, deployment of logistics activities may dislike people, since it can lead to deterioration of quality of life - traffic congestion, noise, neighborhood problems, pollution, hazardous materials storage, etc. However, positive influences prevail, by favoring the creation of direct employment (persons engaged in jobs related logistics activities) and indirect (subcontractors, construction companies, sanitation, etc.) leading to increase population and consequently, the stimulating demand for public services
(schools, public transport, hospitals, etc.).

**Croom, S. and Romano, P. (2000)** In order to carry out efficient activities in the domain of distribution, it is important to have enough information on the products (their origin, their description, and their destinations). The participants in the supply management chain should be able to monitor and track the products in each point of their road from the raw matter providers to the consumers. So, all the participants involved should be able to check on the Internet the availability of the products and the stage of their orders. All these can be achieved if the information on the transactions is simplified, automatic and fully harmonized between these participants that can be from different countries. It is necessary to have management systems allowing a global monitoring, from one end to the other of the information exchange. In this sense, the governments, the international community and the private sector should cooperate.

**David, J.S., Hwang, Y., Pei, B.K.W. and Reneau, J.H. (2002)** Due to complexities of telematics systems is absolutely necessary to standardize this area to ensure systems interoperability and access to all categories of users to necessary components of their development. In this regard, most institutions have started standardization activities to develop standards and draft standards for various aspects of telematic systems. Standards must become close instruments which transporters can use easily and that support their work. The economic health of any company depends on its ability to become an active supporter of standardization and the ability to use standards so that they become everyday tools.

**Davis, T. (1993)** Consolidation of the consumer’s loyalty implies concern for needs, values and expectations, trust and transparency, frequent and honest communication, accessible costs without diminishing quality standards, for socially responsible involvement, for anticipation of the consumer’s needs and surprising him through an offer of products and services for hidden needs.

**Dekker, H.C. and A.R. Van Goor (2000)** India is being touted as the land of opportunity for logistics service providers all over the world. Industry Railways Road Sea, the Indian logistics market represents $ 50billion and is growing at a rate of 7 percent annually. Chemicals, metals, FMCG, cement and textiles have been identified as the top five contributors to logistics revenues.
Dvorak, R. and van Paaschen, F. (1996) The field of SCM has gained in importance over the last few decades and there are many signs indicating that the field will continue to grow in importance – both in terms of research and for practitioners. SCM benefits and the required conditions necessary to achieve these benefits, such as process management and cross-functionality, breaking down silos, emphasis on customer satisfaction, process orientation, and information sharing have been discussed for decades. However, SCM also has many problems. Stock and Boyer discuss the problem with the confusion that exists amongst researchers, and practitioners, due to the multitude of suggested SCM definitions. They write “…a consensus definition of SCM is of significant importance in the advancement of SCM theory and practice.”

Eert, A. van, J. van Riet and A.R. van Goor (2000) The drive to capture the business benefits of low cost country sourcing has far out-paced the processes and systems needed to efficiently manage the global supply chain. A recent survey by Aberdeen identified that higher than expected transportation expenses was the primary factor in landed cost budget variances. Most importers do not have a formal solution to manage international transportation.

Fabbe-Costes, N., Jahre, M. & Roussat, C. (2009) The drive to capture the business benefits of low cost country sourcing has far out-paced the processes and systems needed to efficiently manage the global supply chain. A recent survey by Aberdeen identified that higher than expected transportation expenses was the primary factor in landed cost budget variances. Most importers do not have a formal solution to manage international transportation.

Fishburne, R. (1999) Companies spend a lot of time and money to design business processes but as their business changes, or people change, the processes are not followed or gradually changed. Systems enforce good practices and show (provide visibility) when something is not completed, or done right.

Fisher, M. L. (1997) How can retailers position themselves to deliver a seamless customer shopping experience across channels? How can retailers effectively negative multi-channel integration challenges and build operational synergies through a single view of inventory and customer?
Fliedner, G. (2003) In the paper we analyzed the main aspects needed for the successful renovation, integration and operation of SCs. The core idea is that the successful implementation of SC integration projects is not as much a technological problem and that a thorough study of the current and desired states of business processes in all companies involved is required. The case study showed a two-phased approach to estimating the different benefits of business process renovation with the use of simulations. The transfer of information brings important advantages in process costs and lead-times, while the resulting possibility of smaller and more frequent orders means reduced inventory costs.

Frohlich, M.T. and Westbrook, R. (2001) The inter chain management is a strategic tool for material and information management to the suppliers. The concept is to combine the volume and competitiveness among the same business operators in order to negotiate for a better deal. The model is suggested to minimize the limitations and weakness of the medium scale firms when dealing with a large companies. The inter chain management can be implemented in four phases. The phase I is the formation of the single community among the firms. Phase II is establishing a strategic relation with the supplier as a single entity for the materials. Phase III is the managing the inter chain by monitoring the supplier performance and conducting negotiations on competitive basis. Phase IV is maintaining the chain for continued improvement.

Gattorna, J.D. (1998) Fleet Management solutions grew up as independent applications that had a specific purpose and served only part of the systems need of the fleet manager. Initially, planning tools were built as PC desk-top applications. Dispatch systems were server-based, but often different technologies from, and not interfaced to, planning systems. Mobile and telematics technology tended to be proprietary hardware and software systems that did not communicate back to the dispatch system (except location data through the vendor’s proprietary network) - and they were very expensive, which was a barrier to implementation on all but a few fleets. Subsequent generations of mobile and telematics technology collected data and performed some automatic computations, but did not communicate. They required that the driver return the system to the dispatch office and download the system contents to a back-office system. Even today, most handheld and vehicle-mounted systems are extremely dated and report performance and trip data after-the-fact only. They cannot intelligently manage change.

Gattorna, J.L. (Ed.) (1998) With multiple competitors, Unilever is a leader in the FMCG sector
in Bangladesh. It has been maintaining its standard with the channel members especially with the retailers in terms of serving them efficiently and effectively for a long time. The retailers’ overall attitude has been examined towards Unilever in Dhaka. Even though this company is serving them well, some recommendations have been made based on the research findings about what Unilever Bangladesh Ltd should do to more satisfy the retailers.

Giannakis, M. and Croom, S. (2004) Modern day business is beset with changing governance paradigms. The recent surge in business literature has veered the way corporations are getting flatter and flatter. Flat world has emerged as the mantra by which business are getting redefined.

Giunipero, L.C. and Brand, R. (1996) The FMCG Industry is on a high growth trajectory with the overall demand expected to raise manifolds over the next decade. This high growth is most likely to be accompanied by significant structural shifts such as changing customer preferences, emergence of modern retail formats, and growing rural spend propensity.

Goldman, S. and Nagel, R. et al. (1995) The purpose of this survey of professionals involved in business continuity, supply chain and risk management was to understand levels of experienced supply chain disruption and the extent to which organizations of all sizes, sectors and geographies were contending with such challenges and the extent to which Business Continuity Management (BCM) was being applied to help tackle the problems.

Handfield, R.B. and E.L.Nichols (1999) When it comes to managing their supplies and inventories, businesses are staring at a huge cost sink. Research reveals that most are running their supply chains only half as efficiently as the top supply-chain performers—companies such as Toyota, Dell, and Home Depot. One study shows that those top-quartile performers are spending just 4.2% of revenue on supply-chain costs compared to almost 10% for average performers in the same industry. If all companies managed their supply chains as well as their best competitors, they would aggregate hundreds of billions of dollars of value for their shareholders.

Harland, C.M. and Lamming, R. et al., (1999) A number of retailers in the fast-moving consumer goods (FMCG) industry have begun to roll out radio frequency identification (RFID) technology. Despite these commitments, the business case for RFID in the FMCG industry is
still unproven. This thesis aims at providing a realistic perspective on the potentials of RFID that takes existing processes and practices into account.

**Hines, P., Holweg, M. and Rich, N. (2004)** Improve competitiveness is an all day job without pauses. It can be small scale, like minimizing small but significant sources of losses, and it can be on the larger scale by introducing new, high efficiency production systems. The important thing is that the work is done on a continuous foundation based on competitiveness and customer satisfaction.

**Ho, D.C.K. (2002)** 50% of responders work with more than 500 component suppliers or manufacturing partners. 84% of responders regard the supply chain as a critical competitive differentiator; however 80% have not or only partially automated their supply chain processes. While 56% of responders are exceptionally visible to their Tier 1 suppliers, 75% are noticeably less visible to suppliers further downstream.

**Hoekstra, T. and J.H.J.M. Romme (1993)** With much of the cost reduction in the manufacturing sector having been squeezed out of the operations phase, companies have realized that the best way to reduce costs in their operations is to look beyond their four walls. Across the country and across industries, manufacturers are looking to the extended enterprise to reduce overall operating costs and working capital.

**Holweg, M., & Bicheno, J. (2002)** Even though we have not had the intention to compare our case companies with each other, as that has not been included in our research purpose, it would be interesting to illustrate how activities that companies perform are reflected in end customer prices. Such an attempt is performed. Sizes of costs are not 100% precise, but that is not important here as the purpose is to exemplify how total costs are accumulated by all activities.

**Jacobson, I. (1995)** Management at major consumer Products Company knew that to make an important merger work, the company would have to integrate its supply chain with that of its new partner. In fact, the significant savings promised by the merger would not be possible without combining the two supply chains, which have the task of moving products from the raw material stage, through the manufacturing process, all the way to the customer's hands.
Koning, M.H. (1998) Over the last decade more and more organizations have drawn the conclusion that they can no longer compete in isolation. This has resulted in a shift in corporate strategies and a focus on the supply chain as a better way to manage customer service, responsiveness, asset utilization and business complexities. Managing products from start to finish, from suppliers to customers, and focusing on optimizing the execution of the supply chain has become a key component of their overall strategy and a major contributor to maintaining their market leadership position. In a world where customers are more demanding and have a large number of choices, servicing them with reliability and flexibility is crucial to the financial success of a business. As more evidence that supply chain practices help contribute to the financial performance of a company is accumulated, the drive behind this trend will only increase.

Kurt Salmon Associates (1993) In the past decade, procurement and finance executives have become generally aware of the potential impact of supplier insolvencies, supply disruptions, commodity pricing volatility and the impact that these not to mention a range of other dangers lurking within their supply chain can have on their business.