

Innovative Supply Chain Management Delivers Financial Benefits to Your Bottom Line

Prem Nath Panday¹ and Suruchi Panday²

¹*School Of Business Studies, Sharda University, Knowledge Park - III, Greater Noida- 201306*

²*Student-Indira Gandhi National Open University, New Delhi*

E-mail: ¹premnathpa@gmail.com, ²suruchi.panday@gmail.com

Abstract—Supply chain sustainability is a business issue affecting an organization's supply chain or logistics network in terms of environmental, risk, and waste costs. Product - Process innovations can also occur to simply reduce the number of steps in an existing process so as to reduce the overall cost of running a process and consequently reduce the cost of the end product. Just because a product's sales begin to decline does not mean that the product life cycle has reached the decline stage. However, if the organization believes that the product is in a decline, the implementation of the decline stage strategies may lead to the death of the one product among the product mix - long before its time.

During the recent economic downturn, many companies stripped layers of cost from their supply chain operations. These cuts may not have been obvious to target or easy to accomplish. But moving forward, improving your supply chain's financial performance will mean focusing on risk and relationships. And this focus could transform supply chain and organization. In the old days, businesses focused on logistics internally. "Companies assumed they had to absorb and optimize every challenge. Today, however, companies are looking at logistics processes externally through integrating suppliers and customers. That change positions supply chain professionals as the driving force behind opportunities that can result in better financial performance for their companies. Unfortunately, this huge investment typically includes many unnecessary cost components due to redundant stock, inefficient transportation strategies, and other wasteful practices in the supply chain.

Before the strategies for declining products are tried, the organization should definitely establish that the product is in decline. The organizations can follow strategies to boost sales and not resign themselves to the cost-cutting strategies in Supply Chain Management is in the declining stage. The life-cycle concept has been adapted and applied to products and industries. The product life cycle maintains that products and industries move through the stages of introduction, growth, maturity, and decline. By viewing a product from the perspective of its product-life-cycle position, management can use the product life cycle as a valuable decision-making tool. We can always do better by constantly refining the way we define financial performance with greater focus and more attention. We can manage our impacts not only in our own business supply chain but in its reach across the complete value chain of product, process and Supply Chain Management. Concepts such as just-in-time, virtual inventory, supplier rationalization, and reductions in the number of distribution facilities have reduced total supply chain costs, but the result has been increased risk. The organization's Global Supply Chain strategy can be realized by the technology improvement.

Industries are seeking improvements to their own Supply Chain Management processes, & recognizing the importance of learning from best practices that have been achieved by the Industries in financial terms.

Keywords: Supply Chain, Financial Benefits, Overall Cost, Value Chain

1. INTRODUCTION (SUPPLY CHAIN MANAGEMENT DELIVERS FINANCIAL BENEFITS):

This paper is a Literature Review (after the study of various Journals and published papers) is an attempt to work on the challenges and success journey which stand behind the educational system in India, based on personal experiences, & a combination of desk studies, Paper is about the concrete direction for supply chain players for sustainable profit. Paper has also focused on new SCM methods, mechanisms that can encourage innovation to address two of the most pressing sustainable development challenges for SCM of our time.

The global economic crisis of 2008–09 has revealed the interdependence of the world economy. The financial crisis originated in the United States, but the resulting economic downturn quickly spread to the rest of the world. Trade, along with finance, was one of the main vectors of transmission of the crisis. In 2009, there was a massive contraction in global trade. The fact that the shock was transmitted very rapidly reflects the increasing reliance by businesses on so-called global value chains (GVCs) - the process of ever-finer specialization and geographic fragmentation of production, with the more labour-intensive parts of the production process transferred to developing countries.

Supply chain sustainability is a business supply chain issue affecting an organization's supply chain or logistics network in terms of environmental, risk, and waste costs. Product - Process innovations can also occur to simply reduce the number of steps in an existing process so as to reduce the overall cost of running a process and consequently reduce the cost of the end product. Supply chain innovation can make the

difference in gaining or losing customers. Supply chain operations are often behind the scenes activities but they have a big influence on an organizations overall competitiveness. To remain competitive organizations are always striving to reduce defects in products and processes, reduce cycle times, reduce wait times, improve customer service, increase product availability, etc. The global marketplace that we now operate in has further increased the competitive pressures that organizations face. As a result it is more important than ever to take advantage of technological innovations, best practices and process innovations particularly with reference to improving Quality and supply chain.

In the early days, the supply chain management was referred to the functions of logistics, transportation, purchasing and supplies. However, the evolution of the supply chain management has moved to focus on integration, visibility, cycle time reduction and streamlined channels. The new integration has a variety of activities that include:

- Integrated Purchasing Strategy
- Supplier Integration
- Supply Base Management

2. RESEARCH METHODOLOGY

The research Methodology is based on study of research papers of supply chain management can delivers financial benefits, which include compilation of review papers of the experts in the field and reflection of the various books and on supply chain management. The approach of the study is exploratory in nature. I have captured the emerging issues in the field of integration of supply chain. Supply chain innovation is about applying best practices and technological innovations to supply chain in order to reduce such cycle and wait times and other waste (to use a Lean term) in our processes. There can be an ultimate goal of improving the customer experience. Give customer more choice, more accuracy, faster order fulfillment, increased visibility and better service by looking at areas in our supply chain where we can develop new practices / better ways of working. India presents a unique business supply chain challenge, which has a large potential untapped market of size equal to that of the rest of the world (excluding China) require affordable quality products to be designed innovative mechanism to produce and distribute sound business supply chain built on values.

Innovative supply chain management delivers financial benefits:

Innovative supply chain management delivers financial benefits to your bottom line. Recent economic downturn, many companies stripped layers of cost from their supply chain operations. These cuts may not have been obvious to target or easy to accomplish. But moving forward, improving the supply chain's financial performance will mean focusing

on risk and relationships. And this focus could transform your supply chain and your organization.

Earlier businesses focused on logistics internally. "Companies assumed they had to absorb and optimize every challenge thrown at them. Today, companies are looking at logistics (two-tier / three tier) processes externally through integrating suppliers and customers. That change positions supply chain professionals as the driving force behind opportunities that can result in better financial performance for their companies.

We can eliminate the unprofitable elements in supply chain through professionalism. The traditional view of logistics focused on carefully managing and optimizing functional areas such as warehousing, inventory, order fulfillment, and transportation using mathematical optimization tools. But this new world of externally focused supply chain management presents significant financial opportunities.

Companies are recognizing the impact a supply chain can have on the customer value proposition. "Supply chain management can have a massive impact on cost, profitability, cash flow, and risk but in increasing financial performance." Sometimes a supply chain professional can deliver more revenue than Vendor-managed inventory, a business process where suppliers manage and own selected on-site inventory. Vendor-managed inventory is one area where a supply chain professional can deliver more revenue than a salesperson ever could. A supply chain and sales and marketing departments establish a strong partnership "by defining customer relationships, from arm's length to highly integrated & important to standardize customer relationships so that an have efficient supply chain. The close cooperation between supply chain management and sales and marketing in a process can level of relationship. An integrated, close relationships can serve the customers. Sales and marketing can identify customers with potential, but supply chain management can determine which customers have the willingness and ability to manage change and become true partners. It's important to know whether the customer is open to the transformation before dedicating resources that could be invested in other customers. the opposite of the traditional way sales would handle the operations connection - bringing in their own operations team at the end of the sales process for an introduction. Using the new approach, operations personnel almost precede sales in building relationships and identifying strong candidates for the closest partnerships. The benefits of this closer supply chain relationship include smoothing the order cycle, improving forecasting, and increasing profitability for both customer and supplier. The market mapping approach provides tremendous value and strategic differentiation, and offers competitive advantage to achieve today result from optimizing supply chain management.

3. A GLOBAL PERSPECTIVE

These concepts is changing from the customer relationship to managing the supplier relationships. When customers are open

to forming a closer relationship with key suppliers, they can work together to improve cost, service, and profitability. With supply chains extending thousands of miles and sourcing that reaches into emerging economies, the stability of even long-term governments is coming under added scrutiny. Many risk managers are looking at low-cost sourcing countries.

4. ROLES

The traditional supply chain had senior management, product design, engineering, manufacturing, sourcing, marketing, sales, and logistics all located in the domestic market. The conventional supply chain managed from the one country with heavy sourcing in other country can face challenges from the number of intermediaries in that supply chain. In addition, culture, language, time zones, and distance add to lead time and risk.

5. HEDGING

Political risk is certainly a factor in any sourcing/supply chain decision, but currency, taxes, duties, and other factors increasingly come into play. Some larger companies hedge currency in their finance department. Other type of "hedge" might hit closer to home: forward contracts for raw materials can help guarantee supply and price. This is one way to take some control over a risk and avoid a sudden increase in supplier costs if raw materials prices rise.

Other strategy can be a portfolio approach, goal is to manage the overall performance of that portfolio of products. The organizations may fall into is creating a supply chain heavily based on one or two currencies and one or two products.

6. LABOR

Labor is another significant variable: Supply chain management today is about much more than finding a low-cost source. The financial contribution of a well-positioned and well-managed supply chain extends to all key players. While cost controls, optimization, efficiencies, and operational excellence are important to a successful supply chain, relationships and risk management will differentiate the big winners.

Presented from a global perspective, industry experts analyze ties between:

- Landed cost controls
- Lead-time rationalization
- Inventory management
- The results found on an organization's balance sheet, income statement and cash flow statement

Indian Perspective:

The government entity project was responsible for both the financing and quality aspects and the contractor was responsible for project execution. With the emphasis on public private partnership (PPP), project financiers and developers have become key stakeholders. This has also brought greater scrutiny into the decision - making, spending and delivery process, with several professional services being involved. This change in the system can better drive efficiency with the use of technology, through better coordination and lesser duplication of efforts in the processing of information for the benefit of different stakeholders.

A high rate of urbanization means that massive investment is required in everything from metro systems to clean water supplies, power generation to affordable housing. The sector needs to grow with increasing needs being presented by the rate of urbanization in the country. The population has long crossed a billion and is continuing to grow. Keeping up with global trade is putting pressure on India's ports and proper roads and highways are required to improve freight transportation and to tackle growing traffic. Further, industrialization is making big demands on the country's network of electricity and water. Railway system is in dire need of increasing its freight capacity. While the major infrastructure players have operational capabilities, they tend to be at a disadvantage when it comes to timely execution of the project.

Investment of time, effort and money in developing project planning and execution capabilities, streamlining of business processes and adoption of advanced technologies in the sector is expected to enable to overcome such strategic hurdles to a large extent. Technology Partnerships can occur at various points in the value chain, and have become increasingly popular in recent years.

The role of technology up-gradation is critical for the improvement of productivity and competitiveness of these enterprises. The need for technology up-gradation of such enterprises becomes even more critical in the face of stiff competition due to globalization which is now an irreversible phenomenon.

The globalization:

Business supply chain today is in a global environment, regardless of location or primary market base, to consider the rest of the world in their competitive strategy analysis. Organizations cannot isolate themselves from external factors such as economic trends, competitive situations or technology innovation in other countries. The globalization and the proliferation of multinational companies, joint ventures, strategic alliances and business partnerships, significant success factors can be identified, complementing the earlier "Just-In-Time", "Lean Manufacturing" and "Agile Manufacturing" practices. Technological changes, particularly

the dramatic fall in information communication costs, which is a significant component of transaction costs, have led to changes in coordination among the members of the supply chain network.

Forces of Globalization competitiveness:-

The last two decades we have seen the evolution of the global manufacturing environment. Majority of the manufacturers have global presence through exports, strategic alliances, joint ventures or as a part of a committed strategy to sell and produce in foreign markets.

Supply Chain Management Requires a Change:

Supply Chain Management requires a change from managing individual functions and activities into Process integration. However, Firms that manage the crises successfully survived and become high performing Industries. Business technology management by strategically incorporating both operational and infrastructure levels of technology management to ensure that an enterprise's business supply chain strategy can be realized by the technology it deploys.

Supply Chain Management enables: The Art of Negotiation, Procurement and Supplier Management, Evaluation and negotiation skills to ensure effective procurement while maintaining supplier relationships: methods to evaluate and source materials and services; development of negotiation skills for effective and ethical results. Strategic SCM assets and configure processes in a firm's supply chain that enable it to develop operational competencies that are aligned with its competitive strategy. Planning, implementing and controlling the production and distribution of goods and services, production planning and scheduling, inventory management, the design and management of supply and distribution networks, Logistics planning and implementation of resources to achieve business supply chain objectives.

Fundamentals necessary for the analysis and management of business processes: concepts include capacity management, effects of work-in-process, inventory, and process variability on performance, process improvement and quality.

Supply Chain Dynamics:

A supply chain is defined as a set of three or more companies directly linked by one or more of the upstream and downstream flows of the products, services, finances and information from a source to a customer. It consists of all the stages involved, directly or indirectly, in fulfilling a customer's demand. It not only includes the manufacturer and suppliers, but also transporters, warehouses, retailers and customers themselves.

Competitiveness and Supply-chain Strategies:

An organization's competitive strategy defines the set of customer demands that it seeks to satisfy through its products and services. A supply-chain strategy determines the nature of

procurement of raw materials, transportation of materials to and from the organization, manufacture of the product or operation to provide the service and distribution of the product to the customer, along with any follow-up service.

Information: Valid, effective, timely provision of information is a prerequisite in effective decision making. Information must be delivered in a way that is comprehensible, may be included for strategic and operational objectives.

Technology: Effective technology can help connect the other three dimensions. The idea is that technology plays a vital role in all processes and can enable timely information sharing, improve co-ordination between members of an organization and makes processes easier to execute, the automation of tasks, reporting, analytics and integration between management systems.

The Supply chain risk:

Real supply chain risk, not every single concern either a vendor or a customer could have about manufacturing a product – needs focus to be able to address the concern, everything is priority number one. Consider the nature of the challenges that we are trying to address, and the nature of the challenges our industry faces, and consumers of technology to help improve everyone's supply chain risk management practices & Applications of SCM.

Lead time Risk - This increases, in the global supply chain because there are more potential constraints that could slow a shipment at any point of its journey. Throughput at the origin or destination port may decrease, rails backups or cargo inspection may increase because of an increased terrorist threat level.

Cost Risk - cost risk increases for several reasons first, the input to transportation might spike at any movement, resulting higher freight rates. As sourcing decision that was once appealing may become less so as fuel cost increases and total landed cost rise. Cost may increase due to forced mode shifting. This is new reality facing companies engage in global competitiveness today.

There is tremendous growth potential in the foreign developing markets, which has resulted in intensified foreign competition in local markets which forces the small-and medium-sized companies to upgrade their operations and even consider expanding internationally. Information sharing is an essential prerequisite for securing information accessibility to all supply chain partners involved in logistics operations. The creation of distributed databases fosters the supply chain. In addition, the availability of consistent information improves decision-making processes for operators. Data sharing has always been important in the transport and logistics service industry. Access to and availability of information in development of relationships with other operators in intermodal transport, for instance, contribute to substantially reduced processes and thus time savings in freight transfer

from one mode of transport to another and to minimize errors in drawing up freight documentation, thereby increasing overall transport efficiency.

In term of inventory, with an independent-demand inventory system in place, the organization can:

- Protect against uncertainties,
- Allow economic production and purchase,
- Cover anticipated changes in demand and supply, and Provide for transit.

Simultaneously, inventory systems will provide a clear picture of types of costs involve for operations managers to consider. These types of costs are item cost, ordering cost, carrying cost, and stock out cost. It should be noted that the carrying cost usually consists of three components: cost of capital, cost of storage, and costs of obsolescence, deterioration and loss. The inventory management is a cross-functional problem. Marketing department may be interested in minimizing the stock out costs associated with lost sales. Accounting and finance department may be interested in minimizing the amount of inventory that needs to be financed. Operations may want a sufficient level of inventory to assure smooth scheduling and production control.

A comprehensive supply chain strategy should include the following elements:

- Customer service requirement,
- Plant and distribution center network design,
- Inventory management,
- Outsourcing and third-party logistics relationships,
- Key customer and supplier relationships,
- Business supply chain process,
- Information system,
- Organizational design and training requirements,
- Performance,
- Performance goals.

RFID: Radio Frequency Identification (RFID) technology is proving to have a dent in the contemporary business supply chain. In spite of the strong threat from Bar-Coding Technology, RFID has been gaining huge popularity in many spheres of business supply chain.

e-services: One of the first visible effects is the integration of traditional services (transportation and warehousing) with “information-based services”. Although transport and logistics companies have used telecommunication systems and networks for some time⁴, the sector may not be considered a leader in the field of technological innovation. However, over

the last few years firms operating in the sector have made significant progress in their adoption of new technologies, particularly those linked to the Internet and e-business. There are firms that initially used their own web sites as electronic service catalogues. Some firms have started to offer tracking and booking services, while others have tried to create competitive advantage by developing signature options unique to their brands.

Better functions:

The dissemination of Information and communications technology has opened up new opportunities for the development of new roles and functions in the supply chain, the so - called on-line freight e-marketplaces. The purpose of these web-based intermediaries is to give added value to transport and logistics businesses through greater efficiency and information transparency. They run Internet transport portals which bring together buyers and sellers of transport services and make communication between them faster.

Functional Integration:-

The world is moving at such a fast pace that the various functional activities are no longer sequential and compartmentalized. The responsibilities of the logistics and operations manager is not limited to coordinating the physical flows relating to production distribution, or after sales service; they are also responsible for functions such as research, development and marketing. This functional integration improves flow management considerably.

Strategic Successful Supply Chain:

Integrating Consumer Products and Operational Excellence: As many executives in the industry already realize, the following challenges highlighted are highly interconnected:

1. **Changing Consumer Demands:** Today, Demand has a tendency to fluctuate rapidly. Consequently, manufacturing success is closely related to time-to-market and new product introduction (NPI) capabilities. Additionally, demand can fluctuate cyclically and with economic volatility. The success and profitability of any organization in this industry is heavily dependent on how effective these companies are at addressing the changing demands.

2. **Shrinking Operating Margins:** With global competition, companies are faced with the challenge of meeting global price points. This creates additional pressure, as manufacturers need to ensure the delivery of high quality products while finding innovative ways to cut costs.

3. **Compliance and Regulatory Pressures:** The global regulatory environment is dynamic. Companies are faced with the challenges of mitigating operational risk and managing non-conformances. Creating additional pressures, as

manufacturers rely on the global supplier network to battle shrinking operating margins, meeting international compliance and regulations becomes a factor.

4. **Globalizing Economy:** Leveraging the global supplier network is a means for reducing costs; however it does come with numerous risks in terms of compliance, product safety, and other areas.

5. **Data Granularity and Visibility:** With compliance and regulations becoming stricter, traceability functionalities are more pertinent and requisite than in the past. The companies need strong data granularity to reduce operational risk, properly respond to an adverse event with a targeted recall, provide high quality and compliant products, and avoid counterfeiting issues associated with global trade.

Strategic Successful SCM requires Network Design & Optimization:

- Accurate data and business supply chain plans should be used
- Socio-economic factors should also be considered before selecting a network
- Network planning and refinement should be done periodically and systematically
- Use of quantitative techniques such as Mixed Integer Linear Programming constructs lends more accuracy to the exercise

A flexible supply chains would allow supply chain players to tackle any dramatic events like natural calamities, terrorism, etc. Aligning the supply chain strategy to the business supply chain strategy would be of paramount importance in order to make strategic decisions more effectively, like entering new markets, new product introductions, new mode of sales, etc. Anticipating the future and building a supply chain, Quality Process integration, Business supply chain Innovation and Technology Management around it, is another way of looking at what the customer behavior would be in the long term.

By structural change, there are five forms of structural change of the supply chain including:

- Forward and backward integration,
- Major process simplification,
- Changing the configuration of factories, warehouses, or retail locations,
- Major product design,
- And Outsourcing logistics to a third party. In term of improvement in infrastructure, its objective is similar to structural change.

Successful SCM:

Successful SCM with innovative practices helps to identify gaps and inefficiencies in the value chain and is founded on technology and broad-based business supply chain process integration initiatives. Technology plays an important role in production control and distribution planning, logistics, and inventory management, and it helps overcome language, currency, and time zone differences. But the most important benefit that technology brings to the supply chain remains the ability for companies to integrate their business supply chain processes, collaborate in a real-time environment, and convert information into actionable reporting.

- Supplies an accessible introduction to standardized work, from a cyclic perspective
- Explains how to instill and maintain quality in work processes right from the get go
- Provides the foundational basis required to apply standardized work concepts to a wide range of work situations

7. CONCLUSION

Supply Chain Management and integration:

Supply Chain Management is an integrated with the efficient flow of materials, products, and information within and among organizations. Supply Chain Management involves the integration of business supply chain processes across organizations, from material sources and suppliers through manufacturing and processing to the final customer. The design of Successful Supply Chain Management requires Quality Process integration, Business supply chain Innovation and Technology Management analysis, and management of production processes to improve performance, and their relationships.

- Loss of protected environment
- Greater competition from imports & Logistics
- Reduction in conventional supply chain
- Technology gap reduction through efficient supply chain
- Quality and standards gap reduction through technology up gradation
- Environmental regulation through green purchasing
- Adherence to Intellectual Property Rights
- Reverse Engineering
- Process design and evaluation;

And managerial levers for improving and controlling process performance.

Supplier sustainability program & our Industry can do even more:

- Develop and/or deploy robust tracking tools, including software solutions, to monitor supplier performance and improvement over time
- Perform a logistics assessment to determine where sustainability improvements can be made Integrate supply chain sustainability criteria into the procurement process
- Create a shift towards supply chain sustainability by leveraging our buying power and influence
- Expand your sustainability goals beyond our direct operations across our supply chain Encourage innovation

And not get caught by the biggest risk of all by not acting on supply chain executing factors. Working in a pre-competitive environment, peer companies that share similar supply chains can set common standards and best practices for sustainability performance and allow suppliers to be evaluated on the same metrics. A sustainable supply chain seizes value creation opportunities and offers significant competitive advantages for early adopters and process innovators.

Supply Chain needs a Change:

Nowadays, innovation is no longer associated with something big and disruptive; it can be a small thing that makes difference either in increasing revenue in supply chain, minimizing cost of supply chain for enhancing customer satisfaction.

1. Identify the Problems in Supply Chain:

It is very important for entrepreneurs to identify the problems in their supply chain. Of course, solving those will require engaging of minds, but problems and issues in business supply chain lead for innovation.

2. Find the Right People:

Entrepreneurs can innovative SUPPLY CHAIN MANAGEMENT in the organization. The general trend makes us to be like someone else instead of being different. It is crucial for entrepreneurs to find people that buck this trend and can actually think innovatively when our ecosystem itself does not support innovation.

Moreover, in the corporate world, we can only do three things –

- We can create or maintain or destroy something.
- To innovate, it is important in every business supply chain that the entrepreneur must ask himself and his team members that whether they are helping in creating something or maintaining something or destroying something.

- Understanding this can help you innovate more efficiently.

3. Focus on Core Business Supply Chain:

As a business scale up, it looks for brighter areas of growth. They must not divert from the core competence of their businesses. This can be retained by looking at what customers require. Money will be made only when customers see value in our product or service and are willing to pay for that.

Furthermore, smaller the organizations - the better it is to think, collaborate and innovate. But as we start growing, things become a little complex. There are always two sets of people – thinkers and doers, and businesses have to put them into their respective frameworks.

4. Change supply chain constantly:

Innovation today is all about constant change – what is the next thing and idea – unlike earlier when we can grow for a long time on a single innovation. It is like vegetables which if grown today, will stale tomorrow. Organizations' should be obsessive about innovation. The roadmap has to be continuously defined on what ideas we are going to be working on to make sure to sustain our leadership in the market through efficient & effective supply chain.

The world economy is becoming borderless and integrated, driven by global market forces, global technological forces, global cost forces and political and macro-economic forces. The integrated world economy and global competitive arena is changing the way in which companies traditionally operated. There is also geographical, functional integration, which gives a truly global playing field to the companies and results in global supply chains. Hence Global Supply Chain is playing vital role in Global sustainability. Revenue management strategies have been applied successfully by focusing, risk and uncertainty in the supply chain and achieving a globally optimized supply chain.

The socio-economic implications of logistics undoubtedly affect the social development of cities. With the implementation of sustainability in the supply chain, and not only think of a commercial profit but in an overall benefit in mind the impact it is having on the ecosystem of a Nation.

REFERENCES AND ARTICLES:

- [1] Gupta, Surendra M., and Yousef A. Y. Al-Turki. "Flexible Kanban System." *International Journal of Production & Production Management*. (1999): 1065-1094.
- [2] Hall, Ernest H., Jr. "Just-in-Time Management: A Critical Assessment." *Academy of Management Executive*. 4 (1989): 315-318.
- [3] Mason, Paul A., and Mike Parks. "The Implementation of Kanban." *Logistics Focus*. 4 (May 1999): 20-25.
- [4] Nakane, J., and Robert W. Hall. "Management Specs for Stockless Production." *Harvard Business Review*. (June 1983).

- [5] Schonberger, Richard J. "Kanban Just-in-Time Application of Kawasaki, USA." APICS Conference Proceedings. (1998): 186-192.
- [6] Antony Paulraj and Injazz J. Chen. "Strategic supply Management and Dyadic Quality performance: A Path Analytical Model". *Journal of SCM*. 3 (2005): 4-18.
- [7] Taylor, Sam G. "Finite Capacity Scheduling Alternatives." *Production & Inventory Management Journal*. 3 (2001): 70-76.
- [8] Chopra, Sunil, and Peter Meindl. (2000). *SCM: Strategy, Planning, and Operations*. Englewood Cliffs, Prentice Hall, NJ.
- [9] Roger G. Schroeder. (2 ed.) (2003). *Operations Management: Contemporary Concepts and Cases*. McGraw-Hill/Irwin.
- [10] Bassan, Y., Roll, Y., and Rosenblatt, M.J., 1980. "Internal layout design of a warehouse." *AIIE Transactions*, vol. 12.
- [11] Caron, F., Marchet, G., and Perego, A., 2000. "Optimal layout in low-level picker-to-part systems." *International Journal of Production Research*, vol. 38.
- [12] Dekker, R., De Koster, M.B.M., Roodbergen, K.J. and Van Kalleveen, H., 2004. "Improving order-picking response time at Ankor's warehouse." *Interfaces*, vol. 34.
- [13] De Koster, R., Roodbergen, K.J., and Van Voorden, R., 1999. "Reduction of walking time in the distribution center of De Bijenkorf," in M.G. Speranza and P. Stähly (Eds.), *New Trends in Distribution Logistics*, Springer, Berlin.
- [14] De Treville, S., Shapiro, R.D. and Hameri, A.P., 2004. "From supply chain to demand chain: the role of lead time reduction in improving demand chain performance." *Journal of Operations Management*, vol. 21.
- [15] Hall, R.W., 1993. "Distance approximations for routing manual pickers in a warehouse." *IIE Transactions*, vol. 25, no. 4.
- [16] Meller, R.D., and Gau, K.Y., 1996. "The facility layout problem: recent and emerging trends and perspectives." *Journal of Manufacturing Systems*, vol. 15.
- [17] Petersen, C.G., and Schmenner, R.W., 1999. "An evaluation of routing and volume-based storage policies in an order picking operation." *Decision Sciences*, vol. 30.
- [18] Ratliff, H.D. and Rosenthal, A.S., 1983. "Orderpicking in a rectangular warehouse: a solvable case of the Traveling Salesman Problem." *Operations Research*, vol. 31.
- [19] Richardson, H.L., 1999. "Cross docking: information flow saves space." *Transportation & Distribution*, vol. 40.
- [20] Roodbergen, K.J. and De Koster, R., 2001a. "Routing order pickers in a warehouse with a middle aisle." *European Journal of Operational Research*, vol. 133. Schaffer, B., 1998. "Cross docking can increase efficiency." *Automatic I.D. News*, vol. 14.
- [21] Vaughan, T.S., and Petersen, C.G., 1999. "The effects of warehouse cross aisles on order picking efficiency." *International Journal of Production Research*, vol. 37.
- [22] *The Business Process Improvement Workbook: Documentation, Analysis, Design, and Management of Business Process Improvement* (ISBN 978-0070267794)
- [23] Bruner, R. F., (2004), *Applied Mergers and Acquisitions*, John Wiley and Sons, pg. 141. Cartwright, S., *Why Mergers Fail and How to Prevent it*, QFinance, and-how-to-prevent-it? Full, accessed on 25/03/2011.
- [24] DePamphilis, D., (2009), *Mergers, Acquisitions and Other Restructuring Activities*, Academic Press.
- [25] Hancu, L., (2011), *Creating Virtual Communities by Means of Swarm Intelligence*, *Broad Research in Artificial Intelligence and Neuroscience*, Vol. 2, Number 1.
- [26] Harrigan, K.R., *Vertical Integration and Corporate Strategy*, *Academy of Management Journal*, Vol. 28, No. 2.
- [27] Huo, Y., Jiang, X., Jia, F., and Li, B. (2009), *A Framework and Key Techniques for Supply Chain Integration*, in *Supply Chain – The Way to Flat Organization*, Edited by Yanfang Huo and Fu Jia, I-Tech Publishing, Vienna, Austria. Kiser, J., Cantrell, G., *Six Steps to Managing Risk*, *SCM Review*, 10(3). Meca, A., Timmer, J., (2008),
- [28] *Supply Chain Collaboration*, in *Supply Chain – Theory and Applications*, Edited by Vedran Kordic, I-Tech Education and Publishing, Croatia. Preda, G., (2009)
- [29] Dubey, Rajeev: *The New Supply Chain 2000*, Business Today. Evans, R. and Danks, A.: *Strategic SCM: Creating Shareholder Value by Aligning Supply Chain Strategy with Business Strategy*, Strategic SCM, Gower, Hampshire, 1998. *Research Methodology* by C.R.KOTHARI
- [30] Lambert, Douglas M. *SCM: Processes, Partnerships, Performance*, 3rd edition, 2008. a b Doug Page, "Dayton Region a Crucial Hub for SCM", *Dayton Daily News*, 2009-12-21.
- [31] Investor Words definition of "tax efficient" cf. Andreas Wieland, Carl Marcus Wallenburg (2011): *Supply-Chain-Management in stürmischen Zeiten*. Berlin. a b Mentzer, J.T. et. al. (2001): *Defining SCM*, in: *Journal of Business Logistics*, Vol. 22, No. 2, 2001, pp. 1–25
- [32] Lila J. Truett Dale B. Truett. "European Integration and Production in the French Economy." *Contemporary Economic Policy*. 2 (April 2005): 304-316.
- [33] Eyal Winter. "Optimal incentives for sequential production processes." *The Rand Journal of Economics*. 2 (2006): 376-90.
- [34] Goldhar, J. D., and Mariann Jelinek. "Plan for Economies of Scope." Harvard Lee, William B. and Michael R. Katzorke, *Leading Effective Supply Chain Transformations: A Guide to Sustainable World-Class Capability and Results*, Ft. Lauderdale, J. Ross Publishing, 2010.
- [35] Johnson, Steven, *Where Good Ideas Come From: The Natural History of Innovation*, New York, Riverhead Books, a member of Penguin Group (USA), 2010.
- [36] Hess, Edward D., "Sysco Corporation," Charlottesville, Darden Business Publishing, University of Virginia, Case # UV0874, 2007.
- [37] Stiles, T. J., *the First Tycoon: The Epic Life of Cornelius Vanderbilt*, New York: Vintage Books/Random House, Inc., 2009.
- [38] *Facing the Forces of Change®: Lead the Way in the Supply Chain*, by Adam J. Fein, March 2007
- [39] Cappelin. R (1998), 'The Transformation of Local Production System: Inter-regional Networking and Territorial Competitiveness' in Steiner M (ed), *Focus Agglomeration Economies to Innovative Clusters*, Pion Editor, *European Research in Regional Science*.
- [40] R.CHASE & F.R. JACOBS 2006, 'Operation Management for Competitive Advantage' 10th edition., Tata McGraw Hill, New Delhi, 24-31pp
- [41] B. Madhavan 2007 'Operation Management, Theory & Practice. First Impression, Pearson Education New Delhi, 27pp

-
- [42] <http://www.ey.com/GL/en/Services/Advisory/Performance-Improvement/Supply-Chain/Driving-improved-supply-chain-results--adapting-to-a-changing-global-marketplace>
- [43] <http://www.SCMr.com/>
- [44] <http://www.qfinance.com/mergers-and-acquisitions-best-practice>
- [45] <http://www.logisticsmgmt.com/>
- [46] <http://www.pmhut.com/>
- [47] www.pwc.in
- [48] http://nceuis.nic.in/Techonology_Upgradation.pdf