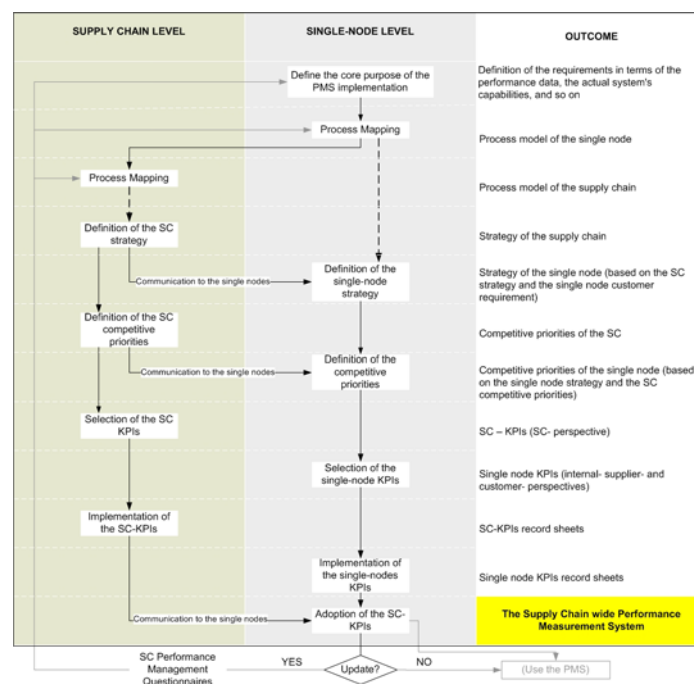


MONITORING SUPPLY CHAIN FLOWS THROUGH IMPROVED PERFORMANCE MEASUREMENT OF EXTENDED PROCESSES¹

MARCO BUSI, C.E.O. **carisma rct**. Ltd., Dingwall, Scotland m.busi@carismarct.com

ABSTRACT

Increasing strategic importance of logistics related processes demands higher integration of performance management and supply chain management. Despite the increasing focus on supply chain management and business collaboration, studies in the area of performance management still narrowly look at the single enterprise and its “within-enterprise” processes. Most of these existing studies are losing relevance in today’s industrial dynamics, where business models, such as that of the supply chain, are merely the tip of an emerging trend in new organization alliances, boundary redefinition, and market structures. This chapter goes beyond existing work and develops a better understanding of the issue of performance management from a supply chain management perspective. The aim is to understand how today’s manufacturing systems and processes could be measured and managed in the context of the extended business they are part of: back through the supplier chain and forward into the distribution and customer chain. The chapter’s major outcomes are: a clearer understanding of the concept of supply chain management through performance; and a process for designing a supply chain performance measurement system. Additional learning emerges throughout the chapter.



The Supply Chain wide PMS design process

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Note about the author:

Marco Busi is the C.E.O. and Head of Research at carisma rct ltd. He has a PhD in Collaborative Enterprise Performance Management and an MSc in Industrial Engineering. He has worked in various research and development projects as well as consultancy within areas such as supply chain management, global outsourcing, operations management and customer service. He has published extensively and is the editor-in-chief of Strategic Outsourcing, an International Journal. He can be contacted by email on m.busi@carismarct.com

¹ Busi, M. (2006) Monitoring supply chain flows through improved performance measurement of extended processes, in Supply Chain Management: Issues in the New Era of Collaboration and Competition. Wang, W., Heng, M. and Chau, P. (Eds.). Hershey (USA), Idea Group

