

CONTENTS

INTRODUCTION	9
Chapter I. INVENTORY STRATEGY OF POSTPONEMENT AND SPECULATION IN MODERN SUPPLY CHAINS	11
1. The concept and types of postponement and speculation strategies in supply chains	11
2. The impact of inventory strategy of postponement and speculation on supply chain performance in the retail sector	17
2.1. The concept of logistics postponement in a traditional retail supply chain	17
2.2. The application of inventory strategy of logistics postponement in the retail supply chain of Wal-Mart	19
2.3. The results of application of logistics postponement strategy and its future implications in retail supply chains	23
3. Selected aspects of research into determinants of postponement and speculation strategies – empirical results obtained from companies operating in Polish supply chains	26
3.1. Determinants of postponement and speculation strategies within supply chains	26
3.2. The location of central inventory as a classification criterion of companies	28
3.3. The analysis of product-market determinants of postponement and speculation strategies in Polish manufacturing companies	32
3.4. The results of the empirical studies on determinants of postponement and speculation strategies in companies operating in Polish supply chains	39
4. Practical implementation of inventory strategy of postponement and speculation in contemporary supply chains – some operational issues	41

Chapter II. DEMAND PLANNING PROCESS	45
1. Basic definitions concerning demand planning process	45
2. Demand management	47
3. Demand planning process	51
4. Demand forecasting requirements in a company	57
5. Demand planning in a service company	59
5.1. Demand planning of existing products	63
5.2. Demand planning of new products	69
5.3. Replanning process	72
6. Conclusions	77
Chapter III. LEAN LOGISTICS SERVICE PROVIDERS: OPTION OR UTOPIA? EXPERIENCES FROM THE NETHERLANDS	78
1. Introduction	78
2. Logistics service providers	79
2.1. The role of logistics service providers	79
2.2. The relationships between shippers and logistics service providers	80
2.3. The primary processes of logistics service providers	82
3. Lean Management	85
3.1. Principles	86
3.2. Lean Bundles	87
4. Lean Logistics Service providers	89
4.1. Differences between LSPs and manufacturing	89
4.2. LSPs create value	91
4.3. Waste in LSP processes	92
4.4. LSPs can improve continuously	95
5. Discussion	95

Chapter IV. SUPPLY CHAIN AS A VIRTUAL ORGANIZATION: DREAM OR REALITY? 98

1. Relationships in a supply chain	98
2. Most important aspects of virtual organization	103
2.1. Virtual organization: what does it really mean?	103
2.2. Discontinuity as the main feature of virtual supply chains	103
3. Are average companies prepared to function within the frameworks of virtual supply chains?	105
3.1. Approach and methodology	105
3.2. Interconnectivity of the surveyed companies	106
3.3. Potential of logistics service providers	109
3.4. Logistics potential of firms for their operations in virtual supply chains	110
4. Virtual logistics as a model concept of resource support for virtual supply chains	111
5. Behavioural aspects of virtual supply chains	115
5.1. Application of structuration theory	115
5.2. Human resources in logistics and supply chains	118
5.3. Changes of manager competencies and employment patterns in constantly virtualizing supply chains	119
5.3.1. Methodology	119
5.3.2. Human resource aspects	120
6. Conclusions	124

Chapter V. THE EVALUATION OF VIRTUAL ACTIVITIES IN A SUPPLY CHAIN 127

1. Introduction	127
2. Some improvement of Grubbström's MRP model	128
3. The impact of virtual enterprises on changes of NPV	132
4. Conclusions	135

Chapter VI. THE EVOLUTION OF MRP THEORY WHICH COULD ALSO SUPPORT VIRTUAL SUPPLY CHAIN	136
1. Introduction to the problem of Virtual Enterprise and Virtual Supply Chain	136
2. The Linköping and Ljubljana early writings related to the topics of MRP and I/O Analysis	139
3. The basic approach to MRP theory and the directions of research after Storlien conference	143
4. The directions of further research and recommendations	150
Chapter VII. THE REVERSE LOGISTICS INCLUDING VIRTUAL ACTIVITIES	154
1. Introduction	154
2. Presentation of the extended model	158
2.1. General characterization of the input matrix	159
2.2. General characterization of the output matrix	161
2.3. General characterization of the net production	164
3. Numerical example	165
4. NPV of recycling activities	170
5. Conclusion	172
REFERENCES	175
AUTHORS' AFFILIATION	195