

# SC Performance Measurement Systems- Cont.

## Specific Supply Chain Performance Measures

- *Total SCM costs*: cost to process orders; purchase & manage inventories; & information systems.
- *SC cash-to-cash cycle time*: Average # of days between paying for materials and getting paid by SC partners.
- *SC production flexibility*: average time required to provide an unplanned 20 % increase in production.
- *SC delivery performance*: average % of orders filled by requested delivery date.
- *SC perfect order fulfillment performance*: average % of orders that arrive on time, complete, and damage free.
- *Supply chain e-business performance*: average % of electronic orders received for all supply chain members.

# Performance Measurement In Supply Chain Management

**Susanne Wemken**

## **Performance Measurement In Supply Chain Management:**

**Differenziertes Performance Measurement in Supply Chains** Anke Giese, 2012-02-23 Wie lassen sich verschiedene Supply Chain Strategien abgrenzen und welche Gestaltungsempfehlungen können bezüglich eines differenzierten auf die individuelle Supply Chain Strategie zugeschnittenen Performance Measurement gegeben werden Anke Giese untersucht vor dem Hintergrund dieser Frage zunächst diverse Möglichkeiten zur Typologisierung von Supply Chain Strategien und stellt einen Ansatz zur Abgrenzung unterschiedlicher Supply Chain Typen vor Auf Basis dieser Typologisierung wird ein differenziertes prozessorientiertes Konzept zur Einführung eines Performance Measurement entwickelt Im Rahmen der Vorbereitungsphase werden dabei Fragen der Strategieableitung sowie der organisatorischen Verankerung eines Performance Measurement in den verschiedenen Supply Chain Typen diskutiert Somit werden für alle im Rahmen der Einführung eines Performance Measurement Konzepts zu treffenden Entscheidungen Handlungsempfehlungen abgeleitet die jeweils in Abhängigkeit von dem zugrunde liegenden Supply Chain Typ diskutiert werden

## **Aufbau und Gestaltung eines Performance-Measurement-Systems für das Controlling von Supply Chains unter Einsatz einer modifizierten Balanced Scorecard**

Jörg Bosshardt, 2007-01-05 Diplomarbeit aus dem Jahr 2006 im Fachbereich BWL Controlling Note 17 Technische Universität Dortmund Sprache Deutsch Abstract In einer immer komplexer und dynamischer werdenden Unternehmensumwelt versuchen betroffene Unternehmen zunehmend durch partnerschaftliche Konzepte der unternehmensbergreifenden Zusammenarbeit dem gestiegenen Wettbewerbsdruck zu begegnen Forciert wird die Suche nach Möglichkeiten kooperativer Partnerschaften auch dadurch dass immer mehr Unternehmen zu der Einsicht gelangen dass Optimierungen einzelner Funktionseinheiten der unternehmensinternen Wertschöpfung weitgehend ausgeschöpft sind und deshalb nicht mehr als strategische Erfolgspotentiale nutzbar gemacht werden können Aufgrund dieser Problematiken stellt insbesondere das Konzept des Supply Chain Managements SCM einen in Theorie und Praxis viel beachteten Ansatz dar Grundidee des SCMs ist der Aufbau eines gemeinschaftlich betriebenen Supply Chain Netzwerks innerhalb dessen die Partner eine Optimierung unternehmensbergreifender Wertschöpfungsprozesse verfolgen welche schließlich in einer Ergebnis- und Wettbewerbsverbesserung jedes einzelnen Teilnehmers münden sollen Hierbei wird die Unterstellung getroffen dass alle Partner kooperativ ihre Kompetenzen und Ressourcen zur Erzielung eines Gesamtoptimums der interorganisatorischen Zusammenarbeit einsetzen Um diese angesprochene Zielerreichung eines Gesamtoptimums auch in der Realität umsetzen zu können ist eine umfassende Koordination netzwerkweiter Informationsflüsse Finanz und Rechteflüsse in der Supply Chain Partnerschaft notwendig Grundlage für eine effiziente und effektive Steuerung dieser unternehmensbergreifenden Flussbeziehungen muss ein Performance Measurement System PMS darstellen welches es ermöglicht die Ausprägungen dieser Leistungsaustauschbeziehungen angemessen erfassen messen und im Anschluss an das SCM berichten zu können Insbesondere infolge wachsender Beziehungsverflechtungen durch die gemeinsame Ausführung unternehmens

bergreifender Wertsch pfungsprozesse entwickeln sich er hte Abh ngigkeitsbeziehungen zwischen den einzelnen Supply Chain Mitgliedern Aufgrund dieses Umstandes haben neben dem SCM auch die jeweils betroffenen Einzelunternehmungen einen starken Informationsbedarf ber die Performance ihrer unmittelbaren Partner im Wertsch pfungsprozess **Supply Chain Management** Ralf Hieber,2002 Supply chain management is emerging as one of the most powerful logistics management concepts for improving performance across the entire logistics network Companies that have already streamlined their internal business process are now working to realise further savings by improving the external business relationships within the more and more complex linked value adding business processes in logistics networks Although the benefits of SCM are well known in industry until now companies have only put this concept into practice in a limited way Therefore the newly developed integral model of collaborative performance measurement in this book will make a contribution towards easing and supporting improvements in supply chain management as well as giving specific guidelines for its implementation Furthermore the author provides newly developed key performance indicators that enable the measurement of the performance of co operation across the extended enterprise in a supply chain environment Based on case studies the integral model in close connection to the SCOR model was applied and has proven its applicability in industrial practice This book presents a rich variety of concepts and methods for industrial engineers business managers engineers and consultants as well as success stories in supply chain management

### **Performance Measurement in**

**Supply Chains** Dr. Frank Gebhardt,2009-05-29 Diplomarbeit aus dem Jahr 2009 im Fachbereich BWL Industriebetriebslehre Note 1 3 FernUniversit t Hagen Lehrstuhl f r Betriebswirtschaft insbes Produktions und Investitionstheorie Sprache Deutsch Abstract Supply Chain Management und Performance Measurement sind Ergebnisse der beiden j ngsten gro en Paradigmenwechsel der Betriebswirtschaftslehre Ende des 20 und Anfang des 21 Jahrhunderts Mehr und mehr gelangte man zu der Erkenntnis da Integration und Management von Schl sselprozessen ber alle Mitglieder einer Supply Chain hinweg den Erfolg der Einzelunternehmung ausmachen Ein wesentliches Element der Unternehmensf hrung ist das Controlling welches sich aufgrund der neuen Anforderungen des Supply Chain Managements stetig weiterentwickelt hat Der zweite gro e Paradigmenwechsel wurde in den 1980er und 90er Jahren ausgel st Neue Begriffe wie Lean Production oder TPM wurden mit Inhalten und Konzepten versehen Dieser Ansatz der Unternehmensf hrung brachte es mit sich da auch die bisher existierenden Controlling Konzepte zur Leistungsmessung und beurteilung von Unternehmungen modifiziert werden mu ten Konzepte des Performance Managements und Performance Measurements nahmen ihren Einzug in die Wirtschaft Bisher werden modernes Supply Chain Management und die modernen Arten des Controllings noch nicht umfassend in der Literatur zusammengef ht Das Supply Chain Controlling schafft eine Informationsbasis f r die Supply Chain Partner und definiert den Begriff der Leistung sprich Performance f r die Kooperationspartner In der aktuellen Forschung steht die Balanced Scorecard als klassisches Werkzeug des Performance Measurements auch f r Supply Chains zur Verf gung Die

Betrachtung und Untersuchung anderer weniger bekannt gewordener Konzepte des Performance Measurements im Hinblick auf ihre Anwendbarkeit f r Supply Chains bleibt dabei etwas zur ck Vorliegende Arbeit will den Rahmen abstecken innerhalb dessen sich das Performance Measurement f r Supply Chains entwickeln und abbilden l t Daraus leitet sich der Bedarf f r ein Performance Measurement in Supply Chains ab Abschlie end wird die Anwendbarkeit anderer Performance Measurement Konzepte auf Supply Chains untersucht

### **Performance Measurement in Supply Chains** Frank Gebhardt,2009

Diplomarbeit aus dem Jahr 2009 im Fachbereich BWL Industriebetriebslehre Note 1 3 FernUniversit t Hagen Lehrstuhl f r Betriebswirtschaft insbes Produktions und Investitionstheorie Sprache Deutsch Abstract Supply Chain Management und Performance Measurement sind Ergebnisse der beiden j ngsten gro en Paradigmenwechsel der Betriebswirtschaftslehre Ende des 20 und Anfang des 21 Jahrhunderts Mehr und mehr gelangte man zu der Erkenntnis da Integration und Management von Sch llsselprozessen ber alle Mitglieder einer Supply Chain hinweg den Erfolg der Einzelunternehmung ausmachen Ein wesentliches Element der Unternehmensf hrung ist das Controlling welches sich aufgrund der neuen Anforderungen des Supply Chain Managements stetig weiterentwickelt hat Der zweite gro e Paradigmenwechsel wurde in den 1980er und 90er Jahren ausgel st Neue Begriffe wie Lean Production oder TPM wurden mit Inhalten und Konzepten versehen Dieser Ansatz der Unternehmensf hrung brachte es mit sich da auch die bisher existierenden Controlling Konzepte zur Leistungsmessung und Beurteilung von Unternehmungen modifiziert werden mu ten Konzepte des Performance Managements und Performance Measurements nahmen ihren Einzug in die Wirtschaft Bisher werden modernes Supply Chain Management und die modernen Arten des Controllings noch nicht umfassend in der Literatur zusammengef hrt Das Supply Chain Controlling schafft eine Informationsbasis f r die Supply Chain Partner und definiert den Begriff der Leistung sprich Performance f r die Kooperationspartner In der aktuellen Forschung steht die Balanced Scorecard als klassisches Werkzeug des Performance Measurements auch f r Supply Chains zur Verf gung Die Betrachtung und Untersuchung anderer weniger bekannt gewordener Konzepte des Performance Measurements im Hinblick auf ihre Anwendbarkeit f r Supply Chains bleibt dabei etwas zur ck Vorliegende Arbeit will den Rahmen abstecken innerhalb dessen sich das Performance Measurem

### *Performance Measurement in IT Supply Chains. Die fokussierte Steuerung der IT als wesentlicher*

*Erfolgsfaktor* Christian Braunsteiner,2014-07-25 Masterarbeit aus dem Jahr 2014 im Fachbereich BWL Sonstiges Note 3 00 Donau Universit t Krems Universit t f r Weiterbildung Fakult t f r Wirtschaft und Globalisierung Veranstaltung Professional MSc Management und IT Fachvertiefung Supply Chain Management Sprache Deutsch Abstract Der steigende Wettbewerb durch die Globalisierung der Wirtschaft und der immer h rteren Auspr gung des K ufermarktes verlangen von Unternehmen neue Aspekte in der Strategie und deren Verfolgung zu ber cksichtigen Diese Arbeit untersucht die Relevanz von Key Performance Indicators f r Performance Measurement in IT Supply Chains als M glichkeit der integrierten Steuerung im Unternehmen Es wird deshalb auch das Zusammen und Gegenspiel der Indikatoren untersucht Dazu wird nach Diskussion

der vorherrschenden Literatur ein fiktives Beispiel zur Veranschaulichung bearbeitet Das Ergebnis dieser Arbeit zeigt die Notwendigkeit der ausgeprägten Planung für ein Performance Measurement in IT Supply Chains sowie den Erfolgsfaktor der Wahl der richtigen Indikatoren Durch kausale Zusammenhänge der Themenbereiche werden Relationen zwischen den Indikatoren hergestellt Durch das Verhältnis verschiedener Indikatoren untereinander zeigen einige davon bestimmte Trends für heutig an und können zur Präsentation herangezogen werden

### **Supply Chain Performance Measurement and**

**E-Business Supply Chain Management** Swen Beyer, 2010-07 Research Paper undergraduate from the year 2010 in the subject Business economics Supply Production Logistics grade 1 2 European School of Business Reutlingen Business Administration language English abstract The environmental surroundings of most companies have changed radically in recent years Especially the competitive pressure has risen substantially over the past decades fuelled by an increased globalization of markets and supply chains In order to continuously satisfy consumer needs in a timely manner organizations have to focus on performance and efficiency improvement measures In terms of supply chain management performance includes the three dimensions efficiency effectiveness and flexibility which have to be dealt with on an equal basis One mean to improve supply chain performance is the linkage between various IT applications involved in the whole supply chain These efforts and trends are treated under the term electronic supply chain management E SCM There are three major critical success factors for the successful operation of an electronic supply chain These can be clustered into decision motivation e.g. a shared vision and a strong motivation implementation process e.g. the tight integration of inter organizational information systems and the re engineering of inter organizational business processes and infrastructure conditions e.g. agreement upon a shared industry standard There are numerous benefits of an E SCM implementation such as increased communication speed and decreased cost in terms of communication inventory and customer service Furthermore E SCM allows mitigating the bullwhip effect by improving the availability of information throughout the entire supply chain In addition E SCM allows organizations to implement an entirely pull based approach One downside of E SCM is the need to make a company's entire business processes transparent also towards supply chain partners who might be engaged with com

### **Supply Chain**

**Performance Measurement & E-Business Supply Chain Management: Including a Practical Excursus on the Intel Case** Swen Beyer, 2010-07-07 Research Paper undergraduate from the year 2010 in the subject Business economics Supply Production Logistics grade 1 2 European School of Business Reutlingen Business Administration language English abstract The environmental surroundings of most companies have changed radically in recent years Especially the competitive pressure has risen substantially over the past decades fuelled by an increased globalization of markets and supply chains In order to continuously satisfy consumer needs in a timely manner organizations have to focus on performance and efficiency improvement measures In terms of supply chain management performance includes the three dimensions efficiency effectiveness and flexibility which have to be dealt with on an equal basis One mean to improve supply chain performance is

the linkage between various IT applications involved in the whole supply chain These efforts and trends are treated under the term electronic supply chain management E SCM There are three major critical success factors for the successful operation of an electronic supply chain These can be clustered into decision motivation e g a shared vision and a strong motivation implementation process e g the tight integration of inter organizational information systems and the re engineering of inter organizational business processes and infrastructure conditions e g agreement upon a shared industry standard There are numerous benefits of an E SCM implementation such as increased communication speed and decreased cost in terms of communication inventory and customer service Furthermore E SCM allows mitigating the bullwhip effect by improving the availability of information throughout the entire supply chain In addition E SCM allows organizations to implement an entirely pull based approach One downside of E SCM is the need to make a company s entire business processes transparent also towards supply chain partners who might be engaged with competitors A further danger of E SCM is to over rely on speed rather than on flexibility

Supply Chain Performance Measurement. Eine vergleichende Literaturanalyse Susanne Wemken, 2007 Diplomarbeit aus dem Jahr 2005 im Fachbereich BWL Beschaffung Produktion Logistik Note 1 0 Carl von Ossietzky Universit t Oldenburg Lehrstuhl f r Produktion und Umwelt 122 Quellen im Literaturverzeichnis Sprache Deutsch

Abstract Im Zuge von zunehmender Globalisierung einerseits und schwacher Konjunktur andererseits ist es f r Unternehmen in heutiger Zeit schwer sich im Markt zu behaupten Um wettbewerbsf hig zu bleiben ist es daher wichtig einen guten berblick nicht nur ber Kosten sondern auch ber Leistungen eines Unternehmens bestenfalls sogar im direkten Vergleich zu konkurrierenden Unternehmen zu bekommen Dass viele Unternehmen mittlerweile in Supply Chains integriert sind f rdert die Erreichung guter bersicht in der Regel nicht so dass Mittel und Wege gefunden werden m ssen auch in Supply Chain Strukturen Durchblick zu bekommen Eine M glichkeit dieses Ziel zu erreichen liegt in der Konzentration auf die Leistungserbringung innerhalb einer Supply Chain Als Konsequenz besch ftigt sich die vorliegende Arbeit mit dem Thema Supply Chain Performance Measurement einer Auspr gung der angesprochenen Konzentration und zwar in Form einer Analyse englischsprachiger Wirtschaftspublikationen des Jahres 2000 bis ins dritte Quartal des Jahres 2004 Kapitel 1 liefert die Einleitung in der Hintergrund Problemstellung Zielsetzung und der weitere Aufbau der Arbeit erl utert werden Außerdem wird hier ihre theoretische und praktische Relevanz diskutiert In Kapitel 2 wird die Entwicklung des Supply Chain Performance Measurements aus dem Supply Chain Management heraus erkl rt und auf dessen aktuelle Bedeutung n her eingegangen Kapitel 3 besch ftigt sich auf hrlich mit allen die Forschungsmethodik betreffenden Punkten wie wissenschaftlicher Perspektive Forschungsansatz und Forschungsstrategie wissenschaftlichem Wert sowie der Datensammlung und der Erkl rung des in der Literaturanalyse angewendeten Kategorienschemas Kapitel 4 liefert die deskriptive und inhaltliche Auswertung des Datenmaterials entsprechend des Kategorienschemas und Kapitel 5 schlie lich fasst die Ergebnisse der Auswertung zusammen und gibt Anregungen f r die weitere Forschung

**Integrated**

**Performance Measurement for Supply Chain Management** Yousef Amer,Lee Hong Son Luong,Sang-Heon Lee,Yu Chung Wang,2006 *The Handbook of Technology Management, Supply Chain Management, Marketing and Advertising, and Global Management* Hossein Bidgoli,2010

The discipline of technology management focuses on the scientific engineering and management issues related to the commercial introduction of new technologies Although more than thirty U S universities offer PhD programs in the subject there has never been a single comprehensive resource dedicated to technology management The Handbook of Technology Management fills that gap with coverage of all the core topics and applications in the field Edited by the renowned Doctor Hossein Bidgoli the three volumes here include all the basics for students educators and practitioners

**Supply Performance Measurement** Aiko Entchelmeier,2008-08-19 Aiko Entchelmeier entwickelt einen ganzheitlichen Supply Performance Measurement Ansatz Hierzu erarbeitet er eine theoriebasierte Konzeption die er anhand von ausgewählten Fallstudien mit Entwicklungen in der Unternehmenspraxis abgleicht und deren Beitrag zum Erfolg des Supply Managements er auf Basis einer empirisch quantitativen Untersuchung nachweist

### **Performance**

**Measurement in Supply Chains** Jürgen Richert,2006-02-24 Dieses Buch stellt eine neue Methode vor um Balanced Scorecards als Instrument zur Strategieimplementierung und Prozessoptimierung im Supply Chain Management einzusetzen Eine Fallstudie aus der Industrie zeigt die Anwendung in der Praxis Ein innovativer origineller Ansatz mit hohem

Praxisnutzen **Managing the Global Supply Chain** Tage Skjott-Larsen,2007 The world today faces global competition The supply chain is a vital part of the globalization process Presenting a global view of the scope and complexity of supply chain management this book reflects the rapid change that has taken place within the supply chain and its environment This third edition has been fully updated with recent changes in concepts technology and practice Integration and collaboration are keywords in future competition Firms must be agile and lean at the same time The book gives an insightful overview of the conceptual foundations of the global supply chain as well as current examples of the best practice of managing supply chains in a global context

*Supply Chain Management and Advanced Planning* Hartmut Stadtler,Christoph Kilger,2007-10-25 With a wealth of updated material rewritten chapters and additional case studies this fourth edition of a hugely important work gives a broad and up to date overview of the concepts underlying APS Special emphasis is given to modeling supply chains and implementing APS successfully in industrial contexts What's more readers understanding is enhanced by several case studies covering a wide range of industrial sectors What makes this book so crucial is that Supply Chain Management Enterprise Resources Planning ERP and Advanced Planning Systems APS are concepts that must be mastered in order to organize and optimize the flow of goods materials information and funds Here leading experts provide insights into the concepts underlying APS **Supply Chain Event Management** Raschid Ijioui,Heike Emmerich,Michael Ceyp,2007-02-06 Supply Chain Management SCM wird inzwischen in den meisten Unternehmen eingesetzt Doch wie lassen sich die oft nicht unerheblichen Auswirkungen von unvorhersehbaren Zwischenfällen im SCM beherrschen Hier genau setzt

das neuartige Konzept vom Supply Chain Event Management SCEM ein Ziel des SCEM ist es aber die Effizienz und Effektivität einer Liefer- und Absatzkette hinaus deren Stabilität nachhaltig zu sichern und zu optimieren Idealerweise wird die Qualität jedes Einzelschrittes einer Liefer- und Absatzkette computergestützt gesteuert und überwacht Das neue Standardwerk schließt eine wichtige Lücke Seitliche Fragestellungen zum SCEM werden systematisch aufbereitet konzeptionell dargelegt und in der Implementierung beschrieben Fallbeispiele aus unterschiedlichen Branchenkontexten runden das Werk ab

**Supply Chain Performance and Supply Chain Performance Management** Timothy Nduru, 2023-11-23 Seminar paper from the year 2023 in the subject Business economics Business Management Corporate Governance grade A Deden Kimathi University of Technology course Supply Chain Management language English abstract A measurement and management system of supply chain performance is paramount for supply chain to achieve competitive differentiation This paper pays attention to the concept of supply chain and performance management and significance of measuring supply chain performance It also deals with supply chain performance and metrics characteristics of a good performance metric types and categories of supply chain performance metrics methods and approaches of measuring supply chain performance and finally information required when measuring supply chain performance Performance is the ability to meet certain criteria at the time it takes and the path used to get there Supply chain performance is defined as the ability of the supply chain to deliver the right product to the correct location at the appropriate time at the lowest cost of logistics This definition takes into account the time of delivery cost and value for the end consumer The authors believe that this definition includes the most important aspects of the supply chain

**Effekte Inter-Organisationaler Balanced Scorecards** Nils Asmussen, 2009-08-26 Nils Asmussen untersucht erstmals empirisch wie das Tool interorganisationale Balanced Scorecards BSC die Qualität der Hersteller-Zuliefererbeziehung und die Leistung der Zulieferer in Deutschland und den USA beeinflusst Er zeigt aktuelle Möglichkeiten und Empfehlungen zur Verbesserung der Hersteller-Zuliefererbeziehung auf

**Performance Measurement im Kooperationsmanagement von Supply Chains** Timo Höfer, 2003-10-14 Inhaltsangabe Einleitung Der Wettbewerb findet heute immer weniger zwischen Unternehmen in der Form individueller Marktteilnehmer statt als vielmehr zwischen gesamten Supply Chains Die Entwicklung hin zu einem Wettbewerbsumfeld in dem sich ganze Wertketten gegenüber stehen erfordert eine schnittstellenarme Organisation und Konfiguration der gesamten Supply Chain mit reibungslosen Informations- und Materialflüssen Dies zu gewährleisten ist die Aufgabe des Supply Chain Managements Das Kooperationsmanagement bemüht sich als Teil davon die Geschäftsbeziehungen sowohl auf der Lieferanten als auch auf der Abnehmerseite aufzubauen und aufrecht zu erhalten Dazu bedarf es eines Instrumentariums das nicht nur in der Lage ist die richtigen Kooperationspartner aus strategischer Sicht auszuwählen sondern auch die bestehenden Beziehungen auf taktischer und operativer Ebene zu steuern und zu überwachen Ziel dieser Arbeit ist es ein für das Management von Kooperationen zugeschnittenes System von Kennzahlen und Messgrößen zu erarbeiten Dazu werden traditionelle

Kennzahlensysteme sowie die unterschiedlichen Phasen einer Kooperation kurz dargestellt Darauf aufbauend wird ein Performance Measurement System entwickelt das in der Lage ist dem Kooperationsmanagement einer Supply Chain geeignete Messgr en f r die unterschiedlichen Kooperationsphasen auf strategischer taktischer und operativer Ebene zur Verfung zu stellen Gang der Untersuchung Im ersten Kapitel wird die wachsende Bedeutung von Unternehmenskooperationen und deren Management kurz dargestellt Im Anschluss konzentriert sich Kapitel zwei auf das Verst ndnis und die Ausgestaltungsformen von Supply Chains und Supply Chain Management Die Kooperation wird als Transaktionsform aus Sicht der Spieltheorie sowie aus Sicht der Transaktionskostentheorie diskutiert In Kapitel drei erfolgt die Darstellung von Kennzahlen und Kennzahlensystemen Derbergang zu Performance Measurement Systemen gestaltet sich durch einen Vergleich zwischen diesen und den traditionellen Systemen Im folgenden Kapitel vier wird ein auf die Supply Chain zugeschnittenes Performance Measurement System erarbeitet das sich auf das Drei Ebenen Modell von Rummler und Brache und das hierarchische SCOR Modell f r Supply Chains stzt Unter Ber cksichtigung der einzelnen Kooperationsphasen werden wichtige Messgr en herausgestellt Abschlie end zeigt das letzte Kapitel Entwicklungstendenzen

*Wertorientiertes Performance Measurement im Supply Chain Management* Harison Mehovic, 2016 Das Ziel der vorliegenden Arbeit war es den Trend der wertorientierten Unternehmensf hrung n her zu durchleuchten und mittels darf passender Methoden und Instrumente aus den Bereichen des Supply Chain Controlling und Supply Chain Management zu untersuchen Dazu wurden traditionelle Kennzahlen bzw Kennzahlensysteme als auch moderne wertorientierte Performance Measurement Systeme theoretisch analysiert und hinsichtlich ihres Einsatzes in der Praxis empirisch hinterfragt Die Ergebnisse zeigten dass eine Vielzahl an wertorientierten Kennzahlen aufzufinden sind und diese in ihrer einzelnen Betrachtung durchaus weitverbreiteten Einsatz finden Vermisst wurden jedoch komplexe Kennzahlensysteme die mittels ihrer logischen Verkn pfung eine wertorientierte Unternehmensf hrung erleichtern sollen Folglich wurde ein Aufgebot an Performance Kennzahlen inklusive dazu passender Hilfestellungen zur richtigen Auswahl entwickelt Dadurch k nnen die Kennzahlen individuell in ein wertorientiertes Performance Measurement System integriert werden um folglich als Analyse Steuerung und Kontrollinstrumente in einer immer wertorientierteren Unternehmensphilosophie Einsatz zu finden This thesis was dedicated to challenge the trend of monetary entrepreneurship by researching proper methods and instruments out of the fields supply chain controlling and supply chain management For this purpose traditional operating figures respectively ratio systems as well as modern monetary performance measurement systems have been theoretically analyzed and empirically questioned The results showed that there is a high number of monetary figures which if you look at them separately absolutely can be useful in practice Moreover complex ratio system were missing which are thought to support a monetary orientated business philosophy by combining the monetary ratios in a logical and efficient manner Hence the outcome was a contingent of performance measures which can be individually i

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### **Performance Measurement In Supply Chain Management Introduction**

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