

List of Abbreviations

ADSL	Asymmetric Digital Subscriber Line
ALE	Application Link Enabling
API	Application Programming Interface
APO	Advanced Planner and Optimizer
APS	Advanced Planning and Scheduling
ASAP	Accelerated SAP
ATP	Available-To-Promise
BAPI	Business Application Programming Interface
BN	Business Networking
BNS	Business Networking System
BPR	Business Process Redesign
CAD	Computer Aided Design
CDMA	Code Division Multiple Access
CIO	Chief Information Officer
CPFR	Collaborative Planning, Forecasting, and Replenishment
CRLC	Customer Resource Life Cycle
CRM	Customer Relationship Management
cXML	Commerce Extended Markup Language
DPS	Desktop Purchasing System
DVD	Digital Versatile Disk
DW	Data Warehouse
EAI	Enterprise Application Integration
EAN	European Article Number
EC	Electronic Commerce
ECC	Electronic Commerce Conference
ECIS	European Conference on Information Systems
ECR	Efficient Consumer Response
EDI	Electronic Data Interchange

EDIFACT	Electronic Data Interchange for Administration, Commerce and Trade
ER	Efficient Replenishment
ERP	Enterprise Resource Planning
EU	European Union
GPS	Global Positioning System
GSM	Global System for Mobile Communication
HICSS	Hawaii International Conference on Systems Sciences
HSG	University of St. Gallen
HTML	Hypertext Markup Language
HTTP	Hypertext Transfer Protocol
IBN	Inter-Business Networking
ICS	Information and Communication System
ISO/OSI	International Organization for Standardization / Open Systems Interconnection
IS	Information System
IT	Information Technology
IWI-HSG	Institute for Information Management at University of St. Gallen
JIT	Just in Time
LAN	Local Area Network
MPEG	Motion Picture Expert Group
MRO	Maintenance, Repair and Operations
MRP I	Material Requirements Planning
MRP II	Manufacturing Resource Planning
MSC	Multi-Supplier Catalog
PDA	Personal Digital Assistant
POS	Point of Sale
PND	Process Network Design
PPC	Production Planning and Control
QR	Quick Response
R&D	Research and Development
RWI	Riverwood International

SC	Supply Chain
SCM	Supply Chain Management
SCOR	Supply Chain Operations Reference-model
SGML	Standard Generalized Markup Language
SMS	Short Message Service
SMTP	Simple Mail Transfer Protocol
TCP/IP	Transmission Control Protocol / Internet Protocol
TQM	Total Quality Management
UPnP	Universal Plug and Play
UMTS	Universal Mobile Telecommunication System
VMI	Vendor Managed Inventory
VR	Vendor Replenishment
WAN	Wide Area Network
WAP	Wireless Access Protocol
WFMS	Workflow Management System
WWW	World Wide Web
XML	Extended Markup Language
Y2K	Year 2000

Glossary

Advanced Planning and Scheduling (APS)	<p>Advanced planning is the process of balancing materials and plant resources to best meet customer demand while achieving business goals. [AMR 1999]</p> <p>Advanced scheduling is the process of precise sequencing of all material and plant resources, at an operation level, over the near term time horizon, (typically less than a month) to best meet customer demand. [AMR 1999]</p>
Advanced Planning and Scheduling System (APS system)	<p>Advanced planning and scheduling systems are real-time systems for production planning and scheduling (\Rightarrow <i>Advanced planning and scheduling</i>). In contrast to MRP II (\Rightarrow <i>Manufacturing resource planning</i>) APS systems synchronize material and capacity planning simultaneously and against restricted available capacity.</p>
Application Architecture	<p>An application architecture consists of single technical components (applications) of a company-wide information system as well as the connections (interfaces) between these components. [Huber et al. 2000, 34]</p>
Assemble-to-Order	<p>Assemble-to-order is a logistics concept which is related to the order penetration point, the point along the space and time axes in the supply chain, at which a previously manufactured product is assembled to a specific order. [Klaus/Krieger 1998, 367]</p>
Available-to-Promise (ATP)	<p>Available-to-promise is a supply chain management concept (\Rightarrow <i>supply chain management</i>) whose objective is to provide the customer with reliable information about product availability and delivery time at the time of the customer's order. [Klaus/Krieger 1998, 31]</p>

Business Model	A business model allows managers to identify real options and to assess the consequences of their decisions. It provides a clear concept on mission, structure, processes, revenues, as well as legal and technological issues.
Business Networking	Business Networking is management of relationships among internal and external business units. It includes process optimization as well as the development of innovative information age strategies.
Business Networking Systems (BNS)	Business Networking systems are systems that support the coordination (\Rightarrow Coordination) among business units. They invariably involve more than one organizational unit and often integrate business partners (customers, suppliers etc.) with a company's information infrastructure. Prominent examples are systems for electronic commerce (\Rightarrow Electronic commerce systems) and supply chain management (\Rightarrow Supply chain management systems). (cf. Chap. 13.2.1)
Category Management (CM)	Category management is a cooperative, customer-oriented management system in retail which is part of ECR (\Rightarrow Efficient consumer response). CM stands for the planning and controlling of product groups as strategic business units instead of the traditional division in brands (manufacturers) and departments (retailers). [Klaus/Krieger 1998, 59]
Continuous Replenishment (CRP)	Continuous replenishment is a special form of ER (\Rightarrow Efficient replenishment) with the goal to reduce stock by stabilizing the flow of goods between manufacturer and retailer with EDI (\Rightarrow Electronic data interchange). [Klaus/Krieger 1998, 67]

Cooperation	Cooperations are connections of companies or business units in which the fulfillment of similar, delegated part activities of the members are coordinated. [Grochla 1972, 3]
Coordination	Coordination is managing dependencies between activities. [Malone/Crowston 1994, 90]
Collaborative Planning Forecasting and Replenishment (CPFR)	Collaborative planning, forecasting and replenishment is a concept that allows collaborative processes across the supply chain through dynamic information sharing between different partner companies or business units. [CPFR 1999]
Core Competence	A core competence is a competence a company performs best and has four characteristics: (1) It provides potential access to a wide variety of markets. (2) It should make a significant contribution to the perceived customer benefits. (3) It should be difficult for competitors to imitate, and (4) it should not wear out. [Hamel/Prahalad 1990]
Crossdocking	Crossdocking is a distribution strategy designed to improve the handling of goods (mostly finished goods on pallets) through the avoidance of stockkeeping. [Klaus/Krieger 1998, 71]
Customer Relationship Management (CRM)	Customer relationship management means increasing revenues and profitability by coordinating, consolidating and integrating all points of contact that enterprises have with their customers, employees, partners and suppliers to integrate sales, marketing, customer service, enterprise resource planning and virtual sales office. [ECCS 1999]

Customer Resource Life Cycle (CRLC)	The customer resource life cycle is the sequence of tasks for which the customer needs the services of a supplier. [Ives/Learmonth 1984]
Cycle Time	The cycle time is the amount of time from when a product or service is ordered until it is received by the customer. [SCC 2000]
Desktop Purchasing System (DPS)	A DPS is a buy-side electronic commerce system (\Rightarrow <i>Electronic commerce system</i>) which supports the procurement process of indirect goods and services.
Efficient Consumer Response (ECR)	Efficient Consumer Response is a strategic management concept designed to optimize the supply chain between manufacturers and retailers through demand-oriented (pull) control. [Klaus/Krieger 1998, 93], [ECR 1999]
Efficient Replenishment (ER)	Efficient replenishment is a general logistics concept which refers to the co-operation between manufacturer and retailer with the goal to establish an efficient flow of goods. [Klaus/Krieger 1998, 99]
Electronic Commerce (EC)	Electronic commerce is the electronic support of all economical value-adding activities, i.e. procurement, production and distribution. EC involves activities in information, contracting, settlement and order entry (not R&D and production). (cf. Chap. 6.2.2)
Electronic Commerce Systems	Electronic commerce systems support the EC-phases of information, contracting, settlement and order entry (\Rightarrow <i>Electronic commerce</i>) and can be divided into three categories: Sell-side or eSales systems (1:n), buy-side or eProcurement systems (n:1), and trading systems (n:m). (cf. Chap. 3)

Electronic Data Interchange (EDI)	EDI means computer-to-computer communication of structured business messages in agreed-on standard codes and formats. [Keen/Ballance 1997]
Electronic Market (eMarket)	An electronic market(place) represents a virtual place where multiple buyers and sellers conduct online transactions via market coordination mechanisms (cf. [Segev et al. 1999, 138], [Schmid 1993, 468]).
Electronic Procurement (eProcurement)	eProcurement stands for the procurement of indirect/MRO-goods (⇒ Maintenance, repair and operations) via electronic commerce systems (⇒ <i>Electronic commerce systems</i>). [Dolmetsch et al. 1999]
Electronic Service (eService)	eServices are Internet-based applications which are offered as individual products to customers. They derive their value from information and may include physical elements and/or other eServices. [Alt/Österle 2000]
Enterprise Resource Planning System ERP System	An enterprise resource planning system is an integrated collection of software programs which ties together all of an enterprise's various functions – i.e. human resources, finance, manufacturing, sales, etc. on the basis of an integrated data model. Such software also provides functions for the analysis of this data to plan production, forecast sales, analyze quality, and so on. [Peoplesoft 1999]

Extended Markup Language (XML)	XML is a markup language for documents containing structured information. Structured information contains both content (words, pictures, etc.) and some indication of what role that content plays (for example, content in a section heading has a different meaning from content in a footnote which means something different than content in a figure). The XML specification defines a standard way to add markup to documents.
Global Sourcing	Global sourcing is a procurement strategy whose goal is to search for a supplier for each procurement object on a worldwide basis (⇒ <i>Single Sourcing</i>). [Klaus/Krieger 1998, 154]
Information Technology (IT)	Information Technology includes the entirety of all hardware and software that serves to support information processing and communication. [Stickel et al. 1997, 351]
Information System (IS)	An information system consists of a coordinated arrangement of personnel, organizational and technical elements that serve to coordinate the exchange of used and created goods in the value-creation process with suppliers and customers as well as to supply the value activities with demand-oriented information. [Pfohl 1997, 7]
Integration	Integration means the networking of human resources, their tasks and the information and communication technology used. A distinction can be made between the object of integration (e.g. data integration, function integration, process integration, etc.), the direction of integration (horizontal or vertical), and the scope of integration (intraorganizational and inter-organizational). [Mertens 1997, 2]

Insourcing	Insourcing is a strategy that uses in-house and/or outside resources to perform new activities and services that relate to the existing core competencies of a company (\Rightarrow Core competence).
Just-in-Time (JIT)	Just-in-Time is a logistics concept designed to synchronize production and the procurement of goods needed for the production process. JIT requires other concepts like TQM (\Rightarrow Total quality management), production smoothing, standardization of products and processes, automation of processes (e.g. quality check), Kaizen, etc. [Klaus/Krieger 1998, 205]
Logistics	Logistics provides a single logic to guide the process of planning, allocating and controlling financial and human resources committed to physical distribution, manufacturing support and purchasing operations. [Bowersox/Closs 1996, 3]
Method	A method is a structured procedure consisting of the components design activities, techniques, tools, results, roles, and meta model. [Gutzwiller 1994, 13]
Maintenance, Repair and Operations (MRO) Goods	MRO goods are goods that are not directly compounded with the end product or, in the case of retail, are not directly sold to the end consumer. [Grieco 1997, 1]
Manufacturing Resource Planning (MRP II)	MRP II is a concept for computerized production planning and control (PPC). MRP II is based on a four level planning hierarchy consisting of program planning, rough-cut planning, detailed planning, and control that are proceeded through in a sequential order. [Klaus/Krieger 1998, 343]

Mass Customization	Mass customization means the endeavor of many companies to offer adjusted products or services arising from individual, specific customer needs without sacrificing the efficiency of industrial mass production. [Klaus/Krieger 1998, 344]
Material Requirements Planning (MRP I)	MRP I is a concept for the computerized determination of requirements, procurement, storage, and the staging of material needed for manufacturing. In contrast to MRP II (\Rightarrow <i>Manufacturing resource planning</i>) it is based on the assumption of unlimited plant capacity. [Klaus/Krieger 1998, 343]
Networkability	Networkability is the ability to cooperate internally as well as externally. It refers to the time and cost efficiency of establishing relationships with business partners. (cf. Chap. 1)
Outsourcing	Outsourcing is a management strategy by which an organization outsources major, non-core functions to specialized, efficient service providers. [Outsourcing Institute 1999]
Portal	Portals can be defined as web-based, personalized and integrated systems which offer access to applications, content and services.
Postponement	Postponement is a logistics concept for the optimization of stockkeeping by delaying decisions until unfailing information for forecasts is available. It is possible to differentiate between value-adding postponement (assembly or form postponement) and logistical postponement. The first term refers to decisions about the specification of the product (e.g. customer-specific assembly) whereas the second term refers to distribution logistics. [Klaus/Krieger 1998, 380]

Process Portal	Process portals are portals (\Rightarrow <i>Portal</i>) which support the entire Customer Resource Life Cycle (\Rightarrow <i>Customer Resource Life Cycle</i>) and offers a personalized view specific customer segments.
Quick Response (QR)	Quick response is a cooperative logistics concept based on EDI-order systems. By the use of barcoded products (e.g. EAN) QR aims at accelerating reactions to guarantee general product availability. [Klaus/Krieger 1998, 397]
Single Sourcing	Single sourcing is a procurement strategy whose goal is to procure all commodities and goods from one single supplier (\Rightarrow <i>Global Sourcing</i>). [Klaus/Krieger 1998, 414]
Supply Chain	A supply chain is a network of organizations that are involved, through upstream and downstream linkages, in different processes and activities that produce value in the form of products and services in the hands of the ultimate customer. [Christopher 1998, 15]
Supply Chain Management (SCM)	Supply chain management means the delivery of enhanced customer and economic values through the synchronized management of the flow of physical goods, associated information and financial information from sourcing through consumption. [Klaus/Krieger 1998, 434]
Supply Chain Management System	\Rightarrow <i>Advanced planning and scheduling system (APSS)</i>
Template	Templates are concepts or models for the standardization of processes, functions, and data that are capable of being implemented in a physical information system. A template's purpose is to integrate different information systems on a semantic level. (cf. Chap. 11.2.1)

Total Quality Management (TQM)	Total quality management is a management strategy that consistently integrates quality orientation into the whole structure and workflow of a company by using the methods and techniques of quality management. [Klaus/Krieger 1998, 452]
Value Chain	The value chain is a model describing a company as a flow of value-adding activities (primary activities) like inbound logistics, operation, outbound logistics and customer service and its support activities like firm infrastructure, human resource management, technology development and procurement which support the primary activities. [Porter 1985, 37]
Vendor Managed Inventory (VMI)	Vendor managed inventory means that a company's inventory in terms of inventory volume and readiness for delivery is managed by a supplier on the company's business premises. [Klaus/Krieger 1998, 483]
Virtual Community	A virtual community is an IT enabled community, which has a distinctive focus, the capacity to integrate content and communication, appreciates member-generated content, provides access to competing publishers and vendors, and is commercially oriented. [Hagel/Armstrong 1997, 8]
Virtual Organizing	Virtual organizing is an organization strategy in which a collection of legal entities, institutions, or individuals join forces on a short-term basis for a specific mission. Each member contributes his or her core competencies (⇒ <i>Core competence</i>) relevant to the mission and all partners act as a single entity via-à-vis a third party. Typically no formal management bureaucracy is established, and instead co-ordination (⇒ <i>Coordination</i>) is realized through information and communication systems. [Arnold et al. 1995, 10]

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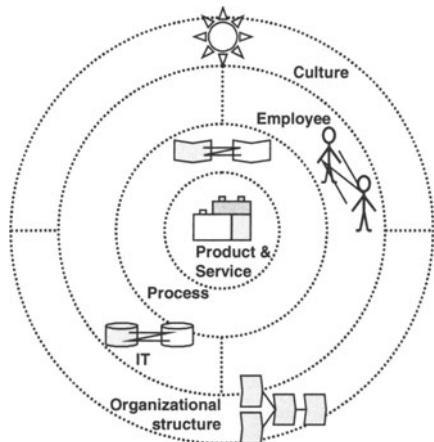
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Questionnaire for Networkability Assessment

Networkability is the ability to cooperate internally and externally. Organizations and/or their dimensions are networkable if they can be integrated into other networks quickly and economically, e.g. if they can establish stable customer relationships quickly and economically. Networkability refers to the dimensions:

- (a) Products/services (output),
- (b) Business processes,
- (c) Employees and managers,
- (d) Information systems,
- (e) Organization structure and
- (f) Organization culture.



Dimensions of Networkability According to [Fleisch 2000]

The Task

Evaluate and discuss your networkability, i.e. that of your organization. The following questions are designed to help you with evaluation and discussion:

