CONTENTS

FC	REW	VORD		7		
1	NEW CONCEPTS IN SUPPLY CHAIN MANAGEMENT					
	1.1	1.1 Supply chain				
	1.2	Supply	y chain management	10		
	1.3	Lean s	supply chain management	12		
	1.4	Agile s	supply chain management	17		
	1.5	1.5 Resilient supply chain management				
	1.6	Green	supply chain management	23		
	1.7	Sustai	nable supply chain management	24		
Re	ferenc	ces		27		
2	SUS	TAINA	BLE SUPPLY CHAIN STRATEGIC MANAGEMENT MOD	EL 31		
	2.1	Sustainable vision and strategic goals				
	2.2	Supply	y chain analysis	34		
	2.3	Supply	y chain business environment analysis	34		
	2.4	Business environment scenarios 3				
	2.5	Sustainable supply chain strategy formulation				
	2.6	Sustai	nable supply chain strategy implementation using BSC method	36		
	2.7	Sustai	nable supply chain strategy control	39		
Re	References 4					
3	SUS	TAIN	ABILITY IN PERFORMANCE MEASUREMENT			
	AND MANAGEMENT SYSTEMS FOR SUPPLY CHAINS					
	3.1	PMM	S – developments and definitions	41		
		3.1.1	Relevance and developments	41		
		3.1.2	Definitions	42		
		3.1.3	Selected models	43		
	3.2	Guidelines for supply chain PMMS				
		3.2.1	Guidelines for particular performance elements	48		
		3.2.2	Guidelines for performance measurement instruments	51		
		3.2.3	Guidelines for performance management processes	55		
	3.3	Approaches for supply chain PMMS and the integration				
		of sust	tainability	57		
		3.3.1	Key performance indicators	5/		
		3.3.2	Total cost of ownership and life cycle assessments	61		
		3.3.3	Value driver systems	62		
		3.3.4	Balanced scorecards	63		

3

		3.3.5 Matur	rity assessments	66
	3.4	Summary an	d outlook	71
Re	ferenc	es		73
4	CO		N MANACEMENT TOWARDS SUSTAINARI F	
T	SOI	UTIONS	WARAGEMENT TO WARDS SUSTAIRABLE	77
	4.1	Theoretical b	ackground	77
	4.2	Case study of cooperation management – New United Motor		
		Manufacturing, Inc.		79
		4.2.1 Introa	luction to the topic	79
		4.2.2 Sketch	of the situation	80
		4.2.3 Eleme	nts and processes of the NUMMI joint venture	81
		4.2.4 Simpl	ified graphic model of cooperation within NUMMI	84
		4.2.5 Case s	tudy conclusions	86
	4.3	Case studies literature review – main results overview		86
	4.4	Proposal for e	effective organisation of cooperation activities of a company	93
	4.5	Cooperation	strategy and general model of cooperation management	95
	4.6	Conclusions	 cooperation management as a sustainable solution 	97
Ref	ferenc	es		100
5	SUS	TAINABLE	ASPECTS OF LOGISTICS ACTIVITIES	104
-	51	Transportation		105
		5.1.1 Distri	bution	106
		5.1.2 Transi	portation risks	107
	5.2	Packing		107
		5.2.1 Intern	al package	108
		5.2.2 Extern	nal package	109
		5.2.3 Marki		109
		5.2.4 Loadi	ng	110
		5.2.5 Shipm	eent documentation	111
		5.2.6 Sustai	nable packing	112
		5.2.7 Epic f	ailure: the garbage patches	114
	5.3	Inventories and storage		116
		5.3.1 Motiv	es of storage	116
		5.3.2 Featur	res of the inventory system	117
	5.4	Logistics and recycling		119
		5.4.1 Recycl	ing logistics	119
		5.4.2 Object	tives of the recycling logistics	120
		5.4.3 Functi	ions and effect areas of the recycling logistics	121
		5.4.4 Value	chain thinking	122

		5.4.5	Two-way distribution	124			
		5.4.6	Straightening the distribution channel	125			
		5.4.7	Logistics ecobalance	125			
		5.4.8	Sustainable distribution centres	128			
		5.4.9	Reasons to invest in a sustainable warehouse	130			
Re	feren	ces		132			
6	CA	RBON	DIOXIDE EMISSION FOR THE PROCESSES				
	OF	OF DISTRIBUTION AND WAREHOUSING					
	6.1	Emiss	ions, energy consumption and greenhouse gases	133			
	6.2	Calculation methods for transportation and standards		135			
	6.3	Transportation modes					
		6.3.1	Truck transport	139			
		6.3.2	Train transport	140			
		6.3.3	Sea transport	140			
		6.3.4	Air transport	141			
	6.4	Emissions during warehousing					
		6.4.1	Warehousing in a supply chain	143			
		6.4.2	Impact of warehousing on the environment	144			
		6.4.3	Assessing the impact	146			
		6.4.4	Reducing the environmental impact of warehouses	147			
	6.5	Comb	ined model for distribution and warehousing	148			
Re	feren	ces		153			
7	SUS	STAIN	ABLE SOLUTIONS IN URBAN LOGISTICS	154			
	7.1	The definition of telematics 1					
	7.2	The ta	sks of telematics systems	158			
	7.3	Applications of telematics solutions		160			
		7.3.1	Telematics systems in process of ensuring the safety in motor transport	163			
	7.4	The assessment of the need for the implementation of telematics					
	7.5	Public transport management 16					
	7.6	The use of telematics solutions in the example of the city					
		of Wroclaw road infrastructure					
	7.7	Problem and solution Wroclaw telematics system – a case study		170			
		7.7.1	Intelligent transport system	170			
		7.7.2	City of Wroclaw	171			
		7.7.3	Green solutions for Wroclaw	173			
		7.7.4	Summary	181			
Re	References						