CHAPTER 2
LITERATURE REVIEW

2.1 Introduction of Literature Review

The review of literature helps to understand the importance, background and present situation related to the subject selected for the research work. Therefore it is necessary to review relevant and literature related to the subject. Some researchers have studied Relationship Management, current practices and its impacts on organization and its supply chains. The review of some of these important literatures is given below:

2.2 Review of Books


The ultimate aim of Supply Chain Management is to create ‘customer value’, so that the customers are not easily weaned away by the competitors. For Supply Chain Management (SCM) to be effective, it is imperative to have coordination, cooperation, transparency and sharing of information among the supply chain partners. The operational aspects of SCM will fall short of achieving the desired objectives, unless the behavioral aspects are taken care of by Relationship management (RM). They emphasized the transition from transactional marketing to relationship marketing. The Importance of customer retention is immense on the company profitability (~5% increase in the customer retention rate results in 20-25% increase in profitability). RM plays an important role in customer retention. Hence Seth defined RM as the ongoing collaborative business activity between a supplier and a customer on a one-to-one basis for the purpose of growing the total market by creating better end user value at reduced cost.

He has expressed that many Supply Chains fail due to their increasing complexities and the path to improvement lies in better collaboration with suppliers. To achieve better collaboration, companies should address their internal challenges and then deal with key stress points than strain supplier relations. Roadblocks to better collaboration rise from cultural barriers and from organizational flaws. Firms should shift their mindset from maintaining only transactional relationships to partnering relationships with strategically selected supply chain participants, whose nature and purpose should be for long-run and strategically aimed at cost-efficient value added mutual benefits.


As given in their book, the ‘Bullwhip Effect’ in a Supply chain can be eliminated by engaging in any of a number of strategic partnerships. These strategic partnerships change the way information is shared and inventory is managed within a supply chain. Hence ultimately Relationship management helps in increasing the efficiency of the supply chains by eliminating the “Bullwhip effect”.


He says that the major reason for supply chain inefficiencies is the lack of coordination and linkage between the various parties in the chain. Indeed there is a growing recognition by the companies that partnership and cooperation achieves more than narrow self-interest and conflict. The best strategy is based on trust. The closer the relationship between buyer and supplier, the more likely it is that the expertise of both parties can be applied to mutual benefit.
The logic of ‘co-makership’ may be defined as “The development of a long-term relationship with a limited number of suppliers on the basis of mutual confidence”. The benefits of ‘co-makership’ relationships are:

i. Shorter delivery lead times
ii. Reliable delivery promises
iii. Less schedule disruption
iv. Lower stock levels
v. Faster implementation of design changes
vi. Fewer quality problems
vii. Stable competitive prices
viii. Orders given higher priority.


As per author, Relationship marketing builds strong economic, technical and social ties among the parties like customers, suppliers, channels, etc. It involves cultivating the right kind of relationship with the right constituents group. The ultimate outcome of relationship marketing is the building of a unique company asset, called a marketing network. Building an effective network of relationships with key stakeholders will result in increase of profits. Rich, multifaceted relationships with key constituents create the foundation for mutually beneficial arrangements for both parties.

Author has given example of an organization that entered a program with a dozen of companies to combine one way shipping route into a cross country loop. This resulted in 6% savings in transport cost.

AS per author, holistic marketing has purpose of building mutually satisfying relationships and co-prosperity among key stakeholders.
Companies should realize that while there is strong need for relationship marketing, it is not effective in all situations. Ultimately companies should judge which segments and which specific customers will respond profitably to relationship management.


As per author, Sharing of accurate information that is trusted by every stage results in a better matching of supply and demand throughout the supply chain and also lowers the cost. A better relationship also tends to lower the transaction cost between supply chain stages. Examples:

i) Supplier can eliminate its forecasting efforts if it trusts orders
ii) Retailers can lessen the receiving efforts by avoiding counting and inspection if it trusts the supplier’s quality and delivery.
iii) Stages in supply chain can eliminate duplicated effort on the basis of improved trust and a better relationship.

Sharing of information helps mitigate the bullwhip effect in supply chain.

As per the study conducted on 400 retailers, retailers with high trust towards their manufacturers developed fewer alternative supply sources, were more committed to manufacturer, sold more of manufacturer’s products and were rated higher by the manufacturers.

Supply chain relationships are based either on power or trust.

Relationship based on power often leads to managers ignoring efforts to build trust and co-operation, hurting supply chain performance in long term.

Relationship based on trust, though effective in long term, may not always happen due to distances and other limiting factors within organizations.

As per author in most effective relationships, combination of the two approaches is used.
2.3 Review of Article

1) Article No.1
Jurnal Teknologi (Social Sciences)  66:1 (2014) 53–60, eISSN 2289-5434

TITLE:
The Role of Supply Chain Antecedents on Supply Chain Agility in SMEs: The Conceptual Framework
By
i) Mahdi Mohammad Bagheria who is Faculty of Management, University Teknologi Malaysia, 81310 UTM Johor Bahru, Johor, Malaysia
ii) Abu Bakar Abdul Hamidb is Visiting Professor at MITRANS
iii) Iraj Soltanic is Faculty of Management, Islamic Azad University, Science Research Branch, Esfahan, Iran
iv) Abbas Mardania,
v) Ehsan Kish Hazrate Soltana

Firms must be agile because being responsive is a crucial competency for them in present global economy. Organizations that are agile happen to be more successful. The agility of an organization is dependent on the agility of its supply chain. The main aim of this paper is to give a new dimension in explaining how Trust, Information Technology (IT) and agility can create sustained competitive advantage for firms and develop an integrated framework to facilitate this.

To improve SCA, IT and other capabilities are required. IT alone is not enough. For example, trust in supply chain relationships is an important factor for IT (Chen et al., 2011; Chong et al., 2009; Petersen et al., 2005; Ramayah et al., 2008; Sheu et al., 2006).

High level of trust among supply chain partners is the basis for successful supply chain performance (Kwon and Suh, 2004). Trust has been pointed out as one of the major factors which help to achieve strategic alliance success (Krishnan et al., 2006). Trust leads to greater honesty in SC (Chen et al., 2011). In supply chain partnerships
trust facilitates information flow (Nyaga et al., 2010), stability (Handfield and Bechtel, 2002) and performance (Zaheer et al., 1998). The main reason for failed relationships between the partners is the absence of trust (Hsu et al., 2008). Because of trust only, the supply chain team members can rely on each other (McAllister, 1995).

The benefits that arise from harmony among partners, according to Gattorna and Berger (2001), involves lower Supply Chain cost, improved delivery performance, superior prediction accuracy, inventory reduction, enhanced capacity, greater overall productivity and decrease in fulfillment cycle time.

In societies where trust is high, individuals are more likely to search for new information and adopt new innovations (Hofstede, 2006). According to researchers, taking risk (high level of trust) is directly proportional to the acceptance of new product (Nakata and Sivakumar, 2001) because high level of trust in a society leads to increased flow of information which helps to spread information about a new technology.

SMEs essentially provide specialty manufacturing and support services to large firms (Huin et al., 2002). Unlike large size companies, SMEs differ in terms of their approach to SCM.

2) Article No.2
Business Intelligence Journal - July, 2012 Vol.5 No.2

TITLE:
Buyer Supplier Relationship in Manufacturing Industry - Findings From Indian Manufacturing Sector
By
Manoj Kumar Mohanty
Asst. Manager-Projects,
Larsen & Toubro Limited, Kansbahal, Sundargarh, Orissa, India – 770034
and
Current era of business is such that it demands a stable and long lasting partnership with supply chain partners.

A relationship is called a successful one in which there is mutual economic gain, understanding of individual requirements and respect for each other exists. The role of the large scale manufacturing buyers becomes more crucial in building relationships where the suppliers belong to micro, small and medium enterprises (MSME). Most of the large scale manufacturing industry is having supply base as MSME manufacturing units. The contribution of MSME sector to the country’s GDP (Gross Domestic Product), employment, production and export is quite remarkable and is under special focus of state governments as well as central government of India. The relationship building process will be effective only if the buyers will have clarity between expectations and available offerings.

Organizations also increasingly finding ways to leverage their supply chains and giving more focus on the role of suppliers in their chain. In other words firms are now trying to utilize their resources and increasing the value of the supply chain and in return they are experiencing more flexibility and responsiveness to the demands and customers. Outsourcing allows firms to exploit the capabilities, expertise, technologies, and efficiencies of their suppliers. Increased outsourcing, however, implies greater reliance on suppliers and commensurate need to manage the supplier base. Existing supplier relationships are a powerful competitive advantage for a company (Ford, 1980). Today, large and small companies are making partnerships with suppliers a foundation of their supply strategies (Minahan, 1998). At an operational level, the benefit to a buyer of developing close relationships with key suppliers comes in the form of improved quality or delivery service, reduced cost, or some combination thereof. At a strategic level, it should lead to sustainable improvements in product quality and innovation, enhanced competitiveness, and increased market share (Kannan & Tan, 2006).
This sector’s contribution to the Indian GDP, employment, domestic consumption and social balance is remarkable. Moreover the focus from the government agencies has increased tremendously in recent pasts. Relationship is not a uni-dimensional construct. Campbell (1997) defined four types of relationship; self-centered (characterized by a focus on firm needs), personal loyalty (mutual responsibility and commitment), mutual investment (long-term commitment for strategic advantage), and political control (mutual dependence and high levels of integration). O’Toole and Donaldson (2000) defined relationships as bilateral (characterized by mutual cooperation), recurrent (close but absent the closeness of a bilateral relationship), discrete (minimal interaction), or hierarchical (one partner is dominant). Evidence from the literature on strategic supplier alliances, a particular manifestation of a long-term, collaborative relationship, suggests that buyers tend to prefer closer relationships when they wish to control the dependability of supply or influence supplier quality and delivery schedules (Ellram, 1995).

3) Article No.3

TITLE:
Customer Relationship Management:
Emerging Practice, Process, and Discipline
By
Atul Parvatiyar: Robinson Research Fellow & Associate Professor of Marketing, J.
Mack Robinson College of Business, Georgia State University, USA
and
Jagdish N. Sheth: Charles H.Kellstadt Professor of Marketing, Goizueta Business
School, Emory University, USA

Customer relationship management (CRM) has attracted the expanded attention of practitioners and scholars. More and more companies are adopting customer-centric strategies, programs, tools, and technology for efficient and effective customer relationship management. They are realizing the need for in-depth and integrated customer knowledge in order to build close cooperative and partnering relationships with their customers.
Marketing scholars are studying the nature and scope of CRM and are developing conceptualizations regarding the value and process of cooperative and collaborative relationships between buyers and sellers. Many scholars with interests in several sub-disciplines of marketing, such as channels, services marketing, business-to-business marketing, advertising, and so forth, are actively engaged in studying and exploring the conceptual foundations of managing relationships with customers.

We draw upon the literature on relationship marketing, as CRM and relationship marketing are not distinguished from each other in the marketing literature (Parvatiyar & Sheth, 2000).

In the marketing literature the terms customer relationship management and relationship marketing are used interchangeably.

Thus, Shani and Chalasani (1992) have defined relationship marketing as “an integrated effort to identify, maintain, and build up a network with individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive, individualized and value added contacts over a long period of time”.

Another force driving the adoption of CRM has been the total quality movement. When companies embraced the Total Quality Management (TQM) philosophy to improve quality and reduce costs, it becomes necessary to involve suppliers and customers in implementing the program at all levels of the value chain. This created the need for closer working relationships with customers, suppliers, and other members of the marketing infrastructure. Thus, several companies, such as Motorola, IBM, General Motors, Xerox, Ford, and Toyota, formed partnering relationships with suppliers and customers to practice TQM. Other programs such as "Just-in-time" (JIT) supply and "Materials Resource Planning" (MRP) have also made use of interdependent relationships between suppliers and customers (Frazier, Spekman, & O’Neal, 1988).
This research examines supply chain management practice in SME firms in Egypt. A well designed survey include several items explaining the main characteristics of supply chain management which distributed to over three hundred executives working in different industry in Egypt. The response rate was more than 64% representing all different industries. Statistical analysis was used to analyze the data and test the four major hypotheses in this study.

Using a pull production system - According to Simchi-levi, Kaminsky and Simchi-levi (2004), they said that in a pull-based supply chain, production and distribution are demand driven so that they are coordinated with true customer demand rather than with forecast demand. In a pure pull system, the firm does not hold any inventory and only responds to specific orders. This is enabled by fast information flow mechanisms that transfer information about customer demand (e.g., point of sale data) to the various supply chain participants.

Successful supply chain management involves customer integration downstream and supplier integration upstream, considering that each entity in a supply chain is a supplier as well as a customer (Tan et al., 1999).

In this global competition and mass customization era, personalized attention and better relationship management with individual customers is of utmost importance for organizational success (Wines, 1996). Good relationships with trading partners,
including customers are a key to successful supply chain management efforts by organizations (Moberg et al., 2002). Customer relationship has long been recognized as an internal component of an organization’s marketing strategy to increase sales and profits (Bommer et al., 2001). Close customer relationship allows product differentiation from competitors, helps sustain customer loyalty, and increases the value to customers (Magretta, 1998). Immediate customer relationship activities have played a crucial role in developing effective SCM strategies (Wisner, 2003).

Based on the findings and results of the analyzed data, the following managerial implications will be introduced to the Egyptian manufacturing companies. These implications are mainly concerned with information sharing practices and lean system practices as they differ among Egyptian manufacturing companies which indicate that there is a gap between public and private sector concerning implementation of these practices:

1- Egyptian manufacturing companies, specifically public sector should build strong IT infrastructure in order to facilitate the information sharing internal and external the firms especially, with customers.
2- Egyptian manufacturing companies should ensure and facilitate the relationship between suppliers and retailers in order to increase information flow within the supply chain.

5) Article No.5
Énfasis Logística, No 10, November 2007

TITLE:
Success and Failure Factors in Supply Chain Collaboration
By
Carlos Mena, Andrew Humphries and Richard Wilding

Collaboration in the supply chain means working together to achieve effective operations in harmony with the strategies and objectives of the parties involved which will result in mutual benefits. The supply chain includes all the organizations involved in supplying a product or a service and encompasses a complex set of process
including activities such as planning, purchasing, and making, delivering and perhaps returning and recycling the product after use. For these processes to work smoothly, individuals and organizations must work together in collaboration to make things happen effectively.

Relationship Management is the glue that holds the supply chains together. Over the last decade the authors have been conducting research into collaborative supply chain relationships, trying to understand the process for developing successful long term relationships and identifying some of the critical success and failure factors. This article presents a summary of their findings.

**Creating Win-Win Relationships**

To create a win-win supply chain relationships there are two key dimensions that need to be understood. The first is C3 behavior, which is a combination of Co-operation, Co-ordination and Collaboration and the second is trust. It has been recognized that to achieve successful collaborative relationships trust and C3 behavior are the key. C3 Behavior is seen as an essential ingredient to maintain a successful business partnership especially when it is linked with commitment to the achievement of shared, realistic goals.

1) First Co-operation is required, often in the form of short duration low risk interaction,
2) Secondly coordinating activity is required resulting in longer commitment and greater working together.
3) Finally collaboration is achieved where both parties may jointly plan and define operations and strategy.

Trust is a main component of business-to-business relationships. Trust enables co-operative behavior, promotes improved relationships, reduces harmful conflict and allows effective response in a crisis.

Trust is seen as being ‘caused’ (e.g. by previous good experience, institutional reputation, and commitment) and affecting factors such as openness, reliability and honesty.
There is little doubt that repeated cycles of exchange, risk-taking and successful fulfillment of expectations strengthen the willingness of parties to depend upon each other and, as a result expand the relationship, in effect producing a long term relationship that can be developed and promoted. Alternatively, untrustworthiness, lead to downward spiral of conflict leading to closed operations or failure.

It has been found that over time, trust supported by credible actions is likely to establish a virtuous circle of ever-improving business-to-business relationship performance. If organizations work together on small projects (co-operation) trust is developed which enables organizations to feel comfortable about working more closely in other areas (co-ordination) and then finally having the confidence as high levels of trust are developed to “collaborate” and jointly plan both strategy and operations.

**Business Collaboration Failures Factors**

Based on extensive research into collaborative relationships in the supply chain it has been possible to identify some critical failure factors, which are described here. In order to exemplify the issues involved we will use quotations from people involved in managing relationships in a variety of industries.

1) Poor Management of the Relationship: The prime cause of poor performance in collaborative business relationships is the underestimation of the management task. Companies often do what they know best; run operations but, are usually either ignorant of or, under-resource the ‘choreography’ of complex, inter-organizational dealings.

Some problems they face may be like:

“We often have great problems contacting the Customer's Project Managers”

“They seem unable to understand that one point of contact is inadequate to deal with the multi-level issues that occur.”

“We just don't have time to take a strategic view; we are too busy looking after 30 other contracts”
2) Lack of Commitment: Lack of commitment is often manifested by inadequate joint planning, investment, staffing and management structures.

“We get more information about their future policy and plans from their web site that from them face-to-face”

“I hope the consultants will be able to implement some of the changes implied by your report. We don't have the time and resources; we are too busy fighting fires”

3) “They show no sign of wanting to do better; their management is self-satisfied”

Adversarial Practices: Adversarial and bureaucratic commercial practices which results in ‘them and us’ attitudes, poor quality communications and selfish behaviors which cause increased costs, delays and reduce trust.

“They have no 'faces'. They are known as 'they'. We have no shared view of what we are delivering. Even an annual review would be useful”

“Their view of sharing is they have the lion's share and we get what's left over”

“We fear and mistrust a shared data environment because it gives our customer the opportunity to 'hit us over the head'.

“They have demonstrated this in the past”

4) Inadequate Joint Performance Measurement: Poor joint performance measures and systems that result in incompatible objectives, disjointed processes, poor quality, higher costs and low customer service.

"I am concerned at our lack of touch with the end customers. We need seamless performance measurement throughout the logistics chain”

“We know our own targets and objectives well but those of our Supply
Chain partners are not at all transparent”

“We don't have joint performance measures as such. We send them a monthly return of test yields but they never respond”

5) Fear of Interdependency: Because in a collaborative business relationship each party’s freedom of action is necessarily reduced and, they may have feelings of uncertainty and risk because they are dependent on each other. The danger of small issues becoming bigger ones and the onset of an adversarial mind-set which starts a downward spiral is very real.

“Unfortunately the coherence of the program lost its way over time. It lost touch with reality and became a monthly fire-fighting exercise”

“We trust them most of the time, but things can easily change”

“They want us to bend the rules all the time and our failure to do so may come across as inflexible and unfriendly”

“Thereir attitude is: 'we'll share whatever you have got’”

Business Collaboration Success Factors
Research has also made possible to identify some critical success factors, which are described in this section. The issues involved will be exemplified using quotations from people involved in various relationships in different industries.

1) Joint Objectives:
The commercial framework for the collaboration must provide tough but achievable joint objectives and, clear incentives for value creation.

"The new partnering arrangement will run over 10 years and includes gain-share arrangements”
“This constant development creates value, we don’t chase each other but we do challenge each other”

“We like to see each company grow. That’s special. You don’t see that in many relationships”

2) Visibility of performance measures:
The relationship parties must have clear sight of the end-to-end, performance requirements of all supply chain players including the end-customers, so that overall efficiency is pursued.

“Everybody has a good understanding of the performance measures. We all participated in setting them up”

"We jointly work to a clear program plan to where we regularly review our achievements and plan ahead”

“Information flows are very well established and regimented. This ensures there are no ambiguities over performance expectations”

3) Open communication:
Frequent, interactive, open communications across all levels of the customer/supplier interface especially on performance reviews and continuous improvement of products/services and business processes is essential, especially when dealing with unexpected problems.

"Every month a project meeting is held where red flag issues on health and safety, costs and quality are raised. The dates for remedial action are specified”

“We have simple, obvious, open performance measures. Every week the Supplier sends us a statement of work achieved, problems and forecasts and we pass them consumption data. The achievements are open for all to see”
“There were good joint discussions on successes and failures to learn from, and, then come up with solutions to fix problems”

4) No-blame culture and trust:
An open, no-blame culture aimed at customer and relationship satisfaction which depend upon personal, trusting relationships will ensure that the parties focus on the main, joint objectives and do not get bogged-down in trivial, but often emotive, self interested issues.

"The trust that has built-up over the years is a result of working together to achieve the desired end”

“If our partners fall down I want to know why, however if it’s a genuine problem we will make every effort to help them resolve it including asking the client for extra money”

“Our relationship is very open, frank and understanding with lots of mutual respect. We learn from each other”

5) Joint planning:
Joint planning and business systems supported by free-flowing information will provide a flexible, efficient collaborative operation to meet market demands.

“Quarterly review meetings where outstanding orders are discussed have led to improved availability”

“All support chain parties, including the end customer, attend planning meetings to discuss requirements, pool knowledge and resolve problems”
“I tell the Supplier honestly my budget for the coming year so he can plan ahead”
6) High-level Commitment:

A constant focus on high-level objectives will result in success that reinforces success; in effect countering any negative behavioral tendencies and generating an upward, success spiral.

"Now that we have a partnering arrangement around a good framework contract we just concentrate on the customer - we no longer refer to the small print”

“The partnership has gone from strength to strength as we have overcome problems, met our milestones and achieved success”

“With some trepidation we asked our parts supplier to help us design the new product. We have been amazed. The product is now cheaper, more reliable and contains more features and is loved by our customers. Our relationship has blossomed as a result”

Conclusions

Managing collaborative relationships is an essential part of effective supply chain management. The research has allowed the authors to measure the degree of collaboration between supply chain partners and identify their strengths and weaknesses. This has had a direct impact on the companies involved because it has helped them to develop and improve their relationships. However, the impact of the research is has much wider implications since it has allowed us to identify general patterns of successful relationships, which can benefit many more organizations. We can conclude that to develop and maintain strong collaborative relationships organizations need to tick a number of boxes which include, high-level commitment, joint objectives and planning processes, good communication, visibility of performance measures and a no-blame culture that promotes trust. If organizations can succeed in these critical aspects they will be able to reduce costs and deliver better value to their customers, through improved quality, flexibility and service.

6) Article No.6

The International Journal of Logistics Management
Vol. 21 No. 2, 2010
pp. 309-330 Emerald Group Publishing Limited
Efficiency Versus Value Maximization in Co-manufacturing Relationships

By

Lynette J. Ryals
Cranfield School of Management, Cranfield, UK,
and
Andrew S. Humphries
SCCI Ltd, Milton Keynes, UK

This paper studies relationships between two manufacturing firms, which were successful and efficient, with the aim of understanding why they were not maximizing their value. The author has used the Case study to explain the dynamics within the two co-manufacturing relationships. It is the food-manufacturing industry.

Supply chain management (SCM) is deeply concerned with operational efficiency and supply chain integration (Fawcett et al., 2008; Bagchi et al., 2005). There is a lot of evidence that close, long-term relationships between customers and suppliers have a beneficial impact on performance (Christopher, 2005; Giannakis and Croom, 2004), although attention needs to be paid to the strategic, as well as to the operational, aspects of the relationship (van Echtelt et al., 2008; Harland et al., 2001; Sako et al., 1994). Higher integration appears to be positively correlated with improved supplier performance (Bagchi et al., 2005; Konijnendijk and Wijngaard, 1991), yet researchers have found that integration and information sharing is often limited (Fawcett et al., 2008; Kemppainen and Vepsalainen, 2003; Ryals and Humphries, 2007a), perhaps because of customer reluctance to share information with their suppliers (Bagchi et al., 2005; Lamming et al., 2001).

Notably, Williamson (1975) has found a “negative spiral”, which shows high dependency and reliance on a single source. So it reduces options for management action and generates proximity friction (Humphries and Wilding, 2004). Negative spiral behaviors are a result of excessive focus on cost reduction, in which self, rather than joint, interest leads to, higher management costs, and “opportunistic behaviors” which in turn lead to pressures.
After studying Case 1, it was concluded that the lack of relationship care was leading to a failure to maximize value. In Case 2, the lack of relationship care had already undermined value and was leading to conflict. The operational management of both relationships was essentially static whereas the capabilities of the co-manufacturers were dynamic.

**Conclusion:**

The research examined two co-manufacturing relationships that were generally considered to be efficient operationally but experienced dissatisfaction and frustration on both sides. The research showed that these relationships had potential for value creation. The results support relationship, rather than efficiency based and suggests the management two specific areas that can cause relationships to degenerate over time and stifle innovation i.e.

1) Failure to involve the co-manufacturing partner in strategy development; and
2) An undue focus on process routinisation, associated with a failure to recognize the growing capabilities of the co-manufacturing supplier and to develop the relationship.
References:


8. Manoj Kumar Mohanty & Prof. (Dr.) P. Gahan – Article Titled “Buyer Supplier Relationship in Manufacturing Industry - Findings From Indian Manufacturing Sector” by Business Intelligence Journal – July 2012, Vol.5 No.2

