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2. Articles should be submitted electronically to Dr. Taylor at taylorjohn@wayne.edu.

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4. Article length should be in the range of 6000-7000 words including references. Tables and figures are in addition to the word count. However articles including all text, references, appendixes, tables and figures (but excluding front matter) should not exceed 30 double spaced pages in the format described below. Shorter articles are also acceptable. It will be difficult to publish articles much longer than 7000 words.

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3. Third Page - Title of the paper without author name(s) and a brief abstract of no more than 125 words summarizing the article in Times New Roman 12 point font. The abstract serves to generate reader interest in the full article.


**AUTHOR BIOGRAPHY**

Dr. Cliff Welborn received his Ph.D. in Industrial Engineering from The University of Texas at Arlington. Dr. Welborn teaches Supply Chain Management, Operations Management, and Process Improvement at the undergraduate and graduate level. Prior to entering the academic field in 2007, Dr. Welborn held progressive Engineering and Operations Management positions in industry. He has worked in several fields including aerospace, electro-mechanical, and power generation. Dr. Welborn is a Six Sigma Blackbelt. E-mail: cwelborn@mtsu.edu
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1. Equations are placed on a separate line with a blank line both above and below, and numbered in parentheses, flush right. Examples:

\[ y = c + ax + bx \]
\[ y = a + 1x + 2x + 3x + ax \]

2. References within the text should include the author’s last name and year of publication enclosed in parentheses, e.g. (Wilson, 2004; Manrodt and Rutner, 2004). For more than one cite in the same location, references should be in chronological order. For more than one cite in the same year, alphabetize by author name, such as (Wilson, 2001; Mandrodt, 2002; Rutner, 2002; Wilson, 2003). If practical, place the citation just ahead of a punctuation mark. If the author’s name is used within the text sentence, just place the year of publication in parentheses, e.g., “According to Manrodt and Rutner (2003) ...”.

For multiple authors, use up to three names in the citation. With four or more authors, use the lead author and et al., (Wilson et al., 2004). References from the Internet should contain the site name, author/organization if available, date the page/site was created, date page/site was accessed, and complete web addresses sufficient to find the cited work.

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**A FRAMEWORK FOR EVALUATING SUPPLY CHAIN PERFORMANCE**

Terrance L. Pohlen, University of North Texas

**ABSTRACT**
Managers require measures spanning multiple enterprises to increase supply chain competitiveness and to increase the value delivered to the end-customer. Despite the need for supply chain metrics, there is little evidence that any firms are successfully measuring and evaluating inter-firm performance. Existing measures continue to capture intrafirm performance and focus on traditional measures. The lack of a framework to simultaneously measure and translate inter-firm performance into value creation has largely contributed to this situation. This article presents a framework that overcomes these shortcomings by measuring performance across multiple firms and translating supply chain performance into shareholder value.

**INTRODUCTION**
The ability to measure supply chain performance remains an elusive goal for managers in most companies. Few have implemented supply chain management or have visibility of performance across multiple companies (Supply Chain Solutions, 1998; Keeler et al., 1999; Simatupang and Sridharan, 2002). Supply chain management itself lacks a widely accepted definition (Akkermans, 1999), and many managers substitute the term for logistics or supplier management (Lambert and Pohlen, 2001). As a result, performance measurement tends to be functionally or internally focused and does not capture supply chain performance (Gilmour, 1999; Supply Chain Management, 2001). At best, existing measures only capture how immediate upstream suppliers and downstream customers drive performance within a single firm.

Table 1 about here

Developing and Costing Performance Measures

ABC is a technique for assigning the direct and indirect resources of a firm to the activities consuming the resources and subsequently tracing the cost of performing these activities to the products, customers, or supply chains consuming the activities (La Londe and Pohlen, 1996). An activity-based approach increases costing accuracy by using multiple drivers to assign costs whereas traditional cost accounting frequently relies on a very limited number of allocation bases.

\[ y = a^2 - 2ax + x^2 \]

REFERENCES


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