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Back Matter

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Journal of Transportation Management

Guidelines for Submission/Publication

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1. First Page—Title of the paper, name and position of the author(s), author(s) complete address(es) and telephone number(s), e-mail address(es), and any acknowledgment of assistance.
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3. Accepted articles, in final form, are to be submitted on disk (in WordPerfect or Microsoft Word format as described above) and in hard copy. Note: Macintosh versions of WordPerfect and Microsoft Word are NOT acceptable.
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1. ONLY Tables and Figures are to appear in camera-ready format! Each table or figure should be numbered in Arabic style (i.e., Table 1, Figure 2).
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EQUATIONS, CITATIONS, REFERENCES, ETC.

1. Equations are placed on a separate line with a blank line both above and below, and numbered in parentheses, flush right. Examples:

$$y = c + ax + bx \tag{1}$$

$$y = a + 1x + 2x + 3x + ax \tag{2}$$

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 date the page/site was created, date page/site was accessed, and complete web address.
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7. All references to journals, books, etc., are *italicized*, NOT underlined. Examples are as follows:

Journal Article:

Pohlen, Terrance L. (2003), "A Framework for Evaluating Supply Chain Performance," *Journal of Transportation Management*, 14(2): 1-21.

Book Chapter:

Manrodt, Karl (2003), "Drivers of Logistics Excellence: Implications for Carriers," In J. W. Wilson (Ed.), *Logistics and Transportation Research Yearbook 2003* (pp. 126-154) Englewood Cliffs, NJ: Prentice-Hall, Inc.

Book:

Coyle, John J., Bardi, Edward J., and Novack, Robert A. (2004), *Transportation*, 6th ed., Cincinnati, OH: South-Western College Publishing.

Wilson, J. W. (2003), "Adapting to the Threat of Global Terrorism: Reinventing Your Supply Chain," [On-line]. Available: <http://georgiasouthern.edu/coba/centers/lit/threat.doc>. Accessed: 11/12/03.

MANUSCRIPT SAMPLE

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 interfirm performance. Existing measures continue to capture intrafirm performance and focus on traditional measures. The lack of a framework to simultaneously measure and translate interfirm 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.

$$y = a^2 - 2ax + x^2 \quad (1)$$

REFERENCES

- Manrodt, Karl (2003), "Drivers of Logistics Excellence: Implications for Carriers," In J. W. Wilson (Ed.), *Logistics and Transportation Yearbook 2003* (pp. 126-154) Englewood Cliffs, NJ: Prentice-Hall, Inc.
- Coyle, John J., Bardi, Edward J., and Novack, Robert A. (2004), *Transportation*, 6th ed., Cincinnati, OH: South-Western College Publishing.
- Wilson, J. W. (2003), "Adapting to the Threat of Global Terrorism: Reinventing Your Supply Chain," [On-line]. Available: <http://georgiasouthern.edu/coba/centers/lit/threat.doc>. Accessed: 11/12/03.