Pre-Proceedings

1st International Conference on
Value Chain Management Steyr 2011

Modelling Value

4th - 5th May 2011
Upper Austria University of Applied Sciences
School of Management, Steyr/Austria

Keynotes <<
Real World Implementations <<
Value Chain Models: Collaboration <<
Value Chain Models: Decision-Making <<
Value Chain Models: Complexity and Flexibility <<

www.vcm-conference.com
# Table of Contents

## Keynotes

**David Walters**  
Competition, Collaboration, and Creating Value in the Value Chain .......................... 3

**Jan Olhager**  
The Role of Decoupling Points in Value Chain Management .................................. 45

**Martin Gooch**  
Evaluating the Effectiveness of Experiential Learning for Motivating Value Chain Stakeholders to adopt New Ways of Capturing Value ......................... 57

**Richard J. Schonberger**  
Measurement of Lean Value Chains: Efficiency and Effectiveness .......................... 77

## Real World Implementations

**Per Engelseth**  
Modelling Transformations in a Complete Fresh Food Value Network .................... 91

**Kallapan Thangamuthu Parthiban, Subramaniam Vennila, Ramanathan Seenivasan, Palaniammal Velan Anbu, Subramani Umesh Kanna, Perumal Durairasu**  
A Value Chain on Industrial Agroforestry in Tamil Nadu, India – An Innovative Model ................................................................. 111

**Dakshata Rana, Mike Gregory**  
Exploring the Role of Business Support Agencies in Value Chain Management of the Medical Device Industry .................................................. 129

**Reuben Domike**  
Simulation of Biopharmaceutical Manufacturing Location Selection in the Presence of Risk ................................................................. 153

**Zeynep Gergin, Tülin Aktın**  
The Analysis of Different Healthcare Waste Treatment and Disposal Alternatives by Value Stream Mapping ............................................................. 169
Daniela Grudinschi, Jukka Hallikas, Leena Kaljunen, Antti Puustinen
The Dynamics of Value Network in Cross-sector Collaboration for Welfare Services ................................................................. 189

João Paulo Estevam de Souza, João Murta Alves, Messias Borges Silva
Quality in the Aerospace Supply Chain: Investigation about the Main Characteristics ................................................................. 211

Ivan Russo, Silvio Cardinali
Customer Value Perspective in Managing Returns: A Case Study from the Italian Footwear Industry .................................................. 227

Daniil Demidenko, Nadezhda Kvasha, Ekaterina Malevkaya-Malevich
Features of Effectiveness Analysis in Development Projects ................................................................. 247

Value Chain Models: Collaboration .................................................. 261

Herbert Heissler
Internal Company Cooperation or Competition and Profitability .......................... 263

Per Hilletofth, David Eriksson
Coordination of the Demand and Supply Side: A Case Study from the Furniture Industry ................................................................. 281

Laura Koppers, Matthias Klumpp
Value Chain Management – Reviews from Business Practice and Theoretical Modelling ................................................................. 297

Value Chain Models: Decision-Making .................................................. 323

Jörg Kraigher-Krainer
Habit, Affect, and Cognition: A Constructivist Model on How They Shape Decision Making ................................................................. 325

Andreas Zehetner, Corinna Engelhardt-Nowitzki, Barbara Hengstberger, Jörg Kraigher-Krainer
Emotions in Organisational Buying Behaviour – A Qualitative Empirical Investigation in Austria ................................................................. 345

Petr Wawrosz
Network Rules and Company Behaviour ................................................................. 369
Value Chain Models: Complexity and Flexibility

Corinna Engelhardt-Nowitzki, Markus Gerschberger, Franz Staberhofer
Complexity in Global Value Networks – Facilitation of Value Network Boundary Spanning Decisions from a Complexity Perspective

Michael J. Gravier, Brian P. Kelly
Measuring the Cost of Complexity in Supply Chains: Comparison of Weighted Entropy and the Bullwhip Effect Index

Klaus Altendorfer, Corinna Engelhardt-Nowitzki, Herbert Jodlbauer
Two Measures of Production System Flexibility and their Application to Identify Optimal Capacity Investment