

# Contents

<b>Contents.....</b>	<b>VII</b>
<b>Table of figures .....</b>	<b>XI</b>
<b>List of abbreviations.....</b>	<b>XIII</b>
<b>1 Introduction and purpose .....</b>	<b>1</b>
<b>2 Working capital management: a review of performance measurement and its drivers.....</b>	<b>3</b>
2.1 Introduction .....	3
2.2 Introduction to the concept of working capital .....	5
2.2.1 Evaluation of the working capital concept over time .....	5
2.2.2 Static and dynamic measurements .....	9
2.3 Theoretical basis: Configurational Theory .....	17
2.4 Data and methodology.....	20
2.5 Review of the literature .....	25
2.5.1 Working capital management and firm performance .....	25
2.5.2 Identified drivers of working capital performance .....	31
2.5.2.1 Production-related variables.....	31
2.5.2.2 Company characteristics .....	35
2.5.2.3 Competitive position .....	41
2.5.2.4 Industry factors.....	44
2.5.3 Related research topics interfacing with working capital management .....	45
2.5.3.1 A literature review of supply chain risk .....	45
2.5.3.1.1 Supply chain risk drivers versus risk sources .....	45
2.5.3.1.2 Risk drivers and risk source items .....	51
2.5.3.2 A literature review of manufacturing performance .....	59
2.5.3.3 A literature review of supply chain performance .....	68

2.6	Discussion .....	73
2.7	Conclusion.....	76
<b>3</b>	<b>Driving firm performance based on an integrated operations approach consisting of manufacturing, supply chain management, working capital management and supply chain risk steering .....</b>	<b>78</b>
3.1	Relevance .....	78
3.2	Research model and hypotheses.....	81
3.2.1	Manufacturing performance.....	81
3.2.2	Supply chain performance .....	83
3.2.3	Working capital management .....	84
3.2.4	Supply chain risk.....	85
3.3	Methodology .....	87
3.3.1	Data collection and descriptive statistics .....	87
3.3.2	Questionnaire design and measurement items .....	90
3.3.2.1	Questionnaire design .....	90
3.3.2.2	Measurement items .....	91
3.3.3	Construct reliability and validity .....	93
3.4	Results of the structural equation model .....	102
3.5	Discussion .....	104
3.6	Conclusion.....	109

<b>4</b>	<b>Boosting firm performance: working capital management &amp; supply risk chain steering as drivers .....</b>	<b>111</b>
4.1	Competitive pressure on operations .....	111
4.2	What are the operational drivers for your company? .....	114
4.3	Supply chain risk steering – a tool to boost firm performance .....	120
4.4	Four consecutive steps to a successful supply chain risk steering .....	128
4.5	Managerial implications .....	139
<b>5</b>	<b>Coverage of the analysis .....</b>	<b>141</b>
<b>6</b>	<b>Summary.....</b>	<b>143</b>
<b>Appendix 1:</b>	<b>Questionnaire of the empirical survey .....</b>	<b>145</b>
<b>Appendix 2:</b>	<b>Participants expert interviews.....</b>	<b>151</b>
<b>Bibliography.....</b>		<b>153</b>

<http://www.springer.com/978-3-658-02745-2>

Optimizing Firm Performance

Alignment of Operational Success Drivers on the Basis  
of Empirical Data

Faden, C.

2014, XV, 176 p. 19 illus., Softcover

ISBN: 978-3-658-02745-2