Chi-Hsuan Lin*

THE IMPACT OF ENTERPRISE RESOURCE PLANNING (ERP) ON THEIR DISTRIBUTION AND PRODUCTION MANAGEMENT

This paper seeks to explain how different modes of overseas market entry affect the enterprise's resource planning and global product visibility, their command position and degree of control in supply chain management. The paper also investigates whether or not supply chain management is effective in improving the performance of enterprise resource planning and management. Enterprises that possess operating rights of brand name products in international markets have greater dominance in supply chain management. This is because firms with brand name products in international markets may use these products' market sales performance to lead all the members in the supply chain to effectively assure their own business survival.

Keywords: *supply chain management; degree of control; enterprise resource planning.*

Peer-reviewed, approved and placed: *16.11.2017.*

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ВПЛИВ ПЛАНУВАННЯ РЕСУРСІВ ПІДПРИЄМСТВА НА ЇХ РОЗПОДІЛ І УПРАВЛІННЯ ВИРОБНИЦТВОМ

В статті розглянуто як різні способи виходу на зарубіжні ринки впливають на планування ресурсів підприємства і глобальну продуктивність, їх командну позицію і ступінь контролю в управлінні ланцюжками поставок. Досліджено чи є ефективним ступінь управління ланцюжками поставок для підвищення ефективності планування і управління ресурсами підприємства. Доведено, що підприємства, які мають діючі права на брендові товари на світових ринках домінують в управлінні ланцюжками поставок. Це пов'язано з тим, що підприємства з фірмовим найменуванням на світових ринках можуть використовувати ці підходи до продажу на ринку товарів, для того щоб привести всіх членів в ланцюжку поставок та ефективно забезпечити їх ефективне власне виживання в бізнесі.

Ключові слова: *управління ланцюжками поставок; ступінь контролю; планування ресурсів підприємства.*

Табл.4. Літ. 25.

Чи-Хусан Лин

ВЛИЯНИЕ ПЛАНИРОВАНИЯ РЕСУРСОВ ПРЕДПРИЯТИЯ НА ИХ РАСПРЕДЕЛЕНИЕ И УПРАВЛЕНИЕ ПРОИЗВОДСТВОМ

В статье рассмотрены, как различные способы выхода на зарубежные рынки влияют на планирование ресурсов предприятия и глобальную продуктивность, их командную позицию и степень контроля в управлении цепочками поставок. Исследовано, является ли эффективной система управления цепочками поставок для повышения эффективности планирования и управления ресурсами предприятия. Доказано, что предприятия, имеющие действующие права на фирменные продукты на международных рынках, доминируют в управлении звеньями поставок. Это связано с тем, что предприятия с фирмовым наименованием на международных рынках могут использовать эти подходы на рынке продаж продуктов, чтобы привести всех членов в цепочку поставок и обеспечить их эффективное собственное выживание в бизнесе.

Ключевые слова: *управление цепочками поставок; степень контроля; планирование ресурсов предприятия.*

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I. Introduction. In the 21st Century, in order to achieve profitability, an enterprise should have flexibility and speed as important conditions, and a global sales market at the same time. To integrate and effectively manage resource utilization, many companies have installed enterprise resource planning (ERP) information systems within their corporate networks (Intranet). ERP systems not only allow enterprises to make full use of resources, but also integrate the operations of various departments, and keep the internal business processes of enterprises running even more smoothly. However, ERP systems cannot effectively manage external resources, especially supplier management and customer demand management. In response to these two management needs, supply chain management (SCM) system and demand chain management (DCM) system were born.

The so-called supply chain is the flow process involved in transforming raw materials into a finished product and then moving the product to the end customer, and the network members that compose such network. Supply chain management can be simply defined as the appropriate combination of demand and supply that achieves an effective and timely utilization and distribution of resources (people, equipment, goods, and capital). Demand chain management, which begins from the access end and is based on customer demand information, emphasizes on customer orders, billing, sales, service, and relationship management. Topics covered by DCM include marketing planning, sales forecasting, planning for product life cycles, ordering, replenishment planning, and managing by exception.

The paper's motivation is thus to examine the enterprises' ability in different countries to comprehensively integrate resources from the supply end to the sales end, or from the customer demand side to the supplier side, through the lens of three management dimensions (facets) – enterprise resource planning, supply chain management, and demand chain management. In addition, based on its research framework, the study discusses current operational status and practice in industry, and derives a set of propositions that can serve as reference for Taiwan enterprises in managing entry into overseas markets. To sum up, the main purpose of this study is as follows:

1) Organize the current and past literature; explore supply chain management projects, operational procedures, performance, and overseas market entry modes by enterprises; and study the degree of control exerted by overseas market entry mode over the supply chain.

2) Summarize the literature to develop interview questions, conduct interviews with enterprises to explore whether or not their operational performance has improved after supply chain management has been implemented in enterprise resource planning.

3) Explore whether or not enterprises with brand name products in international markets are also relatively more dominant in their supply chain.

II. Literature Review. From the perspective of economists, modes of overseas market entry can be divided into two major types. The first type of market entry is by exporting directly or indirectly from the production base to the target country. The second type is by moving technologies, capital, human resource, or the enterprise itself to the target country, and then combining with local resources to engage in production and sales activities.

A. Rugman, L. Lecraw, and D. Booth (1985) are three scholars who regarded internationalization from an economic point of view. They used three modes of over-

seas market entry – export, foreign direct investment, and licensing – to explore the increases in business risk that were associated with knowledge diffusion. In the process of internationalization, the choice of market entry modes was a stage-by-stage process.

In their cost-structure analysis of the optimal timing for an enterprise to go international, P. Buckley and M. Casson (1981) also used exporting, foreign direct investment, and licensing as the three types of overseas market entry modes.

For management scholars, however, the economists' classification of market entry modes was too simplistic, given the increasingly diverse patterns of market entry. Therefore, management scholars began to put forward different ways of classifying and categorizing market entries. J. Davidson (1980) divided entry modes into five types according to different shareholding ratios in the firm's overseas investment activities: wholly owned, mainly owned, co-owned, minorly owned, and licensing. J. Davidson argued that the management and control, method of marketing, and means of production for each entry mode would be different.

C. Hill, P. Hwang, and W. Kim (1990) proposed that three sets of construct variables (i.e., strategic variables, environmental variables, and transactional variables) affect overseas market entry strategies. For the sake of simplicity, they considered three types of entry modes only: licensing, joint venture, and wholly-owned subsidiary. They explained that different entry modes would represent different degrees of control, resource commitment, and dissemination risk (as shown in Table 1).

Table 1. **Classification of Entry Modes According to Hill et al***

Entry mode	Constructs		
	Degree of control	Degree of resource commitment	Degree of dissemination risk
Licensing	Low	Low	High
Joint venture	Medium	Medium	Medium
Wholly-owned subsidiary	High	High	Low

Source: * Hill, C.W.L., P. Hwang and W.C. Kim (1990). An eclectic theory of the choice of international entry mode. Strategic Management Journal,11(2): 117-128.

T. Almor (2001) argued that when considering contextual and strategic factors, a firm's overseas market entry strategies may be divided into four types: wholly-owned, joint ventures, strategic alliance, and exports.

Combining the above scholars' classifications and views on entry modes, this study believes that overseas market entry modes can accordingly be divided into joint ventures, wholly-owned, licensing, and exports.

III. Conceptual Framework. The study's conceptual framework is built upon the structures of enterprise resource planning (ERP), supply chain management (SCM), and demand chain management (DCM). The entire system framework can be applied to leading manufacturers in manufacturing and retail industries, and is applicable to single nations or multinational enterprises. Details of the framework will be given below. It is hoped that the framework may serve as a practical reference for enterprises.

1. Purchasing Management and Vendor Management Inventory

A. Purchasing Management. After a long period of extensive study by both scholars and experts, both foreign and domestic, purchasing-related research has gradually become a mature field. To facilitate the discussion of this extensive literature, the paper divides the literature review into the following four themes: the meaning and definition of purchasing, the process of purchasing in general, the role played by purchasing in supply chain management, and the differences between supplier management and supply chain management.

The Meaning and Definition of Purchasing. Leenders et al. state that "the so-called purchasing means to purchase goods that meet the needs of quality and quantity from the right suppliers at the right price. Suppliers shall deliver the goods to the correct place at the agreed time, and shall provide reasonable pre-sale and after-sale service".

The Purchasing Process in General. In general, the purchasing process in business consists of the following: it begins with the application by units that need to make a purchase, then the task of purchasing is dispatched, from searching for suppliers, inquiring about price, bargaining over price, ordering, sending delivery reminders, to finally making payments. Each stage has its own requirements to fulfill.

The Role Played by Purchasing in Supply Chain Management. Purchasing plays a very important role in the operation of an effective supply chain. Purchasing and logistics account for a considerable proportion of the circulation of information within the company and between companies. The main operations include placing orders, tracking orders, issuing invoices, receiving orders, shipping to warehouses, and transferring funds to cover goods and services. Many companies' purchasing and logistics departments have already adopted the electronic data interchange (EDI) system, bar codes, and various information technology applications, bringing the linkages between trading companies even closer. Purchasing personnel can share their user thoughts and experiences with members of the supply chain for reference purposes.

The Differences between Supplier Management and Supply Chain Management. As the name suggests, supplier management means to manage a single supplier. Although this principle may be applied to many suppliers, it mainly refers to the management of each individual supplier. As for supply chain management, according to the definitions of each word, the term means to simultaneously manage different members of the supply chain. In general, managing individual suppliers is only a small part of the entire set of activities of the supply chain.

Table 2 below provides a summary comparison between supplier management and supply chain management.

Table 2. **Comparative Analysis between Supplier Management and Supply Chain Management**

Supplier Management	Supply Chain Management
- Focus on a single supplier - Appropriate for the medium to long term - Middle managers - Medium-term commitment - Medium communication - Transactional - Manages and evaluates supplier - Focus on the ability of suppliers	- Management of the entire process - Appropriate for the long-term - Senior managers - Long-term commitment - High communication - Strategic - Manages process, not suppliers - Focus on the integration of the entire system

B. Vendor-Managed Inventory. Vendor-managed inventory (VMI) is an inventory management program that exercises control over a retailer's sales and inventory to provide a solution to the problems of market demand forecast and inventory replenishment. In obtaining customer demand information from sales data, suppliers can plan more effectively and respond more quickly to market changes and more optimally to customer's demands. Therefore, VMI can be used to reduce inventory, improve inventory rotation, and thus maintain inventory. Moreover, the sharing of important information between suppliers and wholesalers allows both to improve their demand forecasts, replenishment plans, promotion managements, transportation loading plans, among others. VMI replaces the traditional method of order replenishment with one in which replenishment is based on actual or forecasted customer demands.

2. ERP Production Management and Advanced Scheduling System

A. ERP Production Management. Fogarty (1991) has mentioned that the method of production refers to the method of stocking inventory that is chosen by the firm and the degree of product standardization, which includes raw materials and finished products. The main methods of production are make-to-stock, assemble-to-order, and make-to-order.

Made-to-stock. If the customer needs products and services that are of good quality, reasonably priced, and immediately delivered, in this case the appropriate production method is made-to-stock, given the standard goods provided are more in line with customer demands. To meet customers' demand of rapid delivery, the inventory must maintain an appropriate volume of finished products, with certain sizes, colors, and styles from which customers can choose.

Assemble-to-order. If the core parts of the product have already been assembled, except for some optional components that do not affect the product's important functions, the production method that waits for customers to make the selections before moving to final assembly is called assembly-to-order. The strategy of this production method is to provide products that are high quality, competitively priced, assembled based on customer preferences, and delivered in a short time.

Make-to-order. The final product consists of standard parts and special components made according to customers' specifications. Therefore, the enterprise's core competitive advantage must be its research and development and technical capabilities in order to provide customers with the ideal products and services. Although only a small inventory of components and sub-components is needed for companies to offer unlimited combinations of products and services, customers must endure a long delivery period despite enjoying the benefits of customization.

B. Advanced Planning and Scheduling System. The evolution of production and scheduling systems has transformed from a fixed scheduling system in the early days to a flexible real-time planning system. Real-time scheduling system is mainly used as the final planning and scheduling; therefore, it is very sensitive to changes at production sites. To cope immediately with production changes on-site, the advanced planning and scheduling (APS) system was developed.

Advanced planning and scheduling system is used in manufacturing, so that production plans and the actual production schedules can be seen at a glance. The APS system can fully solve the manufacturing industries' production-marketing coordina-

tion and scheduling problems, as well as long-standing problems such as scheduling and inventory. In a large supply chain, information is highly uncertain, and the environment changes very rapidly. Therefore, the APS system must have the capacity to plan immediately so that it produces a more optimal planning and scheduling results when companies are confronted with rapid information changes in the supply chain.

3. ERP Distribution Management and International Logistics and Transportation Management

A. ERP Distribution Management. The idea of physical distribution management proposed by the American Logistics Association in 1986 describes the integration of two or more activities associated with planning, execution, and control of the movement of raw materials, semi-finished products, and finished products, from the supply's point of origin to the consumer.

Definition of Distribution Management. According to the definition of physical distribution management put forward by the American Logistics Association in 1986, distribution can be viewed as a series of planning, execution, and control procedures to ensure an efficient and cost-effective movement and storage of raw materials, work-in progress products, manufactured products, and related information from the point of supply to the point of consumption, thus meeting the needs of consumers. This definition gives rise the many distribution functions that include customer service, order processing, distribution communication, inventory control, material management, purchasing, warehousing, transportation, demand forecasting, warehouse site selection, after-sale service, returns handling, packaging, parts and service support, and waste disposal.

Distribution Management Activities. Huang (1999) has indicated that in past distribution management, there was less communication and resource allocation coordination interaction between each inventory points (i.e., manufacturers, distributors, wholesalers, and retailers) due to environmental factors such as long product life cycles, stable customer demands, and short supply lines. Each inventory point only needs to keep a large inventory and receive one-way demand information from their downstream partners to satisfy the needs of distribution.

For the purposes of distribution management, believes that all the member of the supply chain (including suppliers of raw materials, manufacturers, distributors, retailers, and others) must start from establishing a close cooperation to effectively enhance the relationship among supply chain members. Bowersox also summarizes the obstacles that supply chain members may face when attempting to establish a trust relationship, as seen in Table 3 and Table 4.

From the factors listed in the two tables, it can be seen that in order to make the cooperation between supply chain members more close and more effective, information sharing, communication, and coordination among members have become necessary requirements. Information processing, information monitoring, as well as feedback needs and accuracy have also become a must. Hence, organizations must establish a reasonable distribution process which, through a functionally integrated information system, coordinates all distribution management activities such as information processing, computing, and data collection and monitoring, and reduces human resources costs.

Table 3. **Factors that Enhance the Relationship Between Supply Chain Members,** *author's*

Retailers	Manufacturers
- High degree of collaboration - Establishment of common/similar goals - Clear communication - Support from senior executives - Effective inventory control	- Sharing of information - Recognition of common interests - Effective control of activity execution - Investment from multiple parties - Guarantee of resource input - Confirmation and acknowledgement of interests

Table 4. **Obstacles Faced When Establishing a Trust Relationships between Supply Chain Members,** *author's*

Retailers	Manufacturer
- Low inventory level - Resistance to changes in manufacturer - Information system - Incompatible data format	- Lack of communication - Lack of trust - Incompatible information systems - Recognition of technical problems - Resistance to change in customer needs - Inability to master the situation of retailers

Distribution Management Process. Fogarty et al. (1991) argue that the goal of distribution inventory management is to store the most appropriate amount of inventory at the appropriate location at a reasonable cost and at the right time. The impact of good or bad decision-making in the distribution system can be felt far and wide, including facility site selection and layout, transport modes, inventory investment, out-of-stock frequency, manufacturing process, and communication and data processing.

The objective of distribution management is to deliver the products that customers need to the customers at the lowest cost, the fastest speed, and through the overall distribution network. Thus, it is necessary to establish a close cooperation among members of the distribution network. Bringing a closer and more effective cooperation between supply chain members, information sharing, communication, and coordination among members have become necessary requirements. Information processing, information monitoring, as well as feedback needs and accuracy have also become a must.

B. International Logistics and Transportation Management. The progress of international transport system is also an important factor affecting the development of global supply chain. The so-called progress in international transport is due to rapid developments in transportation technologies. International transport has become increasingly large, such as the emergence of large aircrafts and ships, which significantly reduces international transport costs. Higher international transport efficiencies and lower international transport costs have effectively promoted the formation of international logistics center. International logistics involves a large number of members, and is distributed around different countries, thus a good information and communication system is critically needed as a channel of communication. In recent

years, the rise of the Internet has overcome many obstacles to communication. The previous modes of communication such as telephone and fax have gradually been replaced by the convenience of electronic mail. Manufacturers can place orders on the Internet, track the flow of goods, and conduct other operations, hence effectively integrating international distribution operations and strengthening the performance of supply chain management.

With respect to the management of global transport, it can be divided into four categories: land transport, maritime transport, air transport and transport services. The transport industry is the business of carrying passengers and goods through means of sea, land, and air transport, or having the transport equipment that facilitate that the movement of transport vehicles, parking, and take-offs and landings of passengers and cargo, including business organizations that have ships, vehicles, aircrafts, roads, and facilities such as roads, parking lots, terminals, and ports. Other businesses that do not possess transport equipment or facility but provide necessary and ancillary services to ensure fast international trade, economic and safe packaging, warehousing, transport, and delivery, are generally known as the peripheral services industry of international transport. Therefore, the core of international transport's peripheral services industry is the international transport industry, and its outer layers are the brokerage and forwarder businesses.

IV. Propositions and Development

From in-depth interviews with scholars and experts, the study had developed the following propositions, which are described below:

Proposition 1: *For enterprises in the international market, the greater their brand dominance in the global sales market is, the more they are involved in business operations (purchasing, manufacturing, distribution) and the more they are able to bring out performance in supply chain management.*

Explanation of Proposition 1. Brand awareness of ERP products in the sales market drive enterprises to provide more diverse services for downstream customers around the globe, producing a variety of business models. In other words, the product's brand awareness in the sales market is directly proportional to the diversity in international market business models.

Business models involved by enterprises in the international market include the types of business related to the wholesale, sale, purchase, manufacturing, and sale of finished products. Enterprises will establish subsidiaries or find agents in a number of countries. To seek information transparency between subsidiaries and agents and achieve a balanced supply and demand, the enterprises' reliance on the degree of supply chain management is relatively increased.

Based on the above, brand awareness in the international sales and the business models involved will be the factors that cause the supply chain management to improve business performance.

Proposition 2: *Enterprise resource planning that uses wholly-owned strategy to enter the overseas market, and has the will and the ability to engage in supply chain management, will successfully achieve the objectives of supply chain management.*

Explanation of Proposition 2. The modes adopted by enterprises to enter the overseas market-licensing, wholly-owned, or joint ventures-will have a considerable impact on supply chain management. This is because enterprises that use these three

overseas market entry modes would have very different control of business operations, and the implementation and timing of supply chain management would also be different, as explained below:

1. Enterprises that use licensing to enter an overseas market: the degree of control over local businesses is low, the level of resource commitment is relatively low, and the level of participation in managing local businesses is low. Therefore, the impact of supply chain management on the business performance of enterprises that used licensing to enter an overseas market is low, but it is still influential on the overall business performance of enterprises.

2. Enterprises that use joint ventures to enter an overseas market: the degree of control over local businesses depends on the proportion of capital invested, and the level of participation in managing local businesses is also dependent on the proportion of capital invested. Therefore, the impact of supply chain management on the business performance of enterprises that use joint ventures to enter an overseas market will depend on the proportion of capital invested. Nevertheless, it is influential on the overall business performance of enterprises.

3. Enterprises that use wholly-owned strategies to enter an overseas market: the meaning of wholly-owned is complete ownership of local businesses. Therefore, enterprises' implementation of supply chain management has a great impact on business performance.

V. Conclusions and Recommendations

This section will provide insights into the findings and strategic implications of the study, and describe in detail the contributions of the study. The section will also present the study's limitations and directions for subsequent research, so that future research on supply chain management and enterprise resource planning and operation may use as reference.

1. Research Findings. The research goal of this paper is to investigate whether or not business performance is improved after supply chain management is implemented in enterprise resource planning. After organizing and exploring the previous literature on supply chain management projects, operational procedures, performance, and enterprises' overseas market entry modes, the study's findings are the following:

A. The Impact of Overseas Market Entry Mode on Degree of Control over the Supply Chain. The degree of control over the supply chain is highest for enterprises that use a wholly-owned strategy to enter an overseas market, next are enterprises that use joint ventures as the mode of overseas market entry, and degree of control is lowest for enterprises that use licensing to enter an overseas market.

B. The Dominant Position in Supply Chain Management. Results from the study's interviews with businesses indicate whether or not supply chain management is implemented in enterprise resource planning, interview participants all agree that a firm's business performance will improve, but how much improvement will be decided by the firm's capacity to dominate the supply chain. If a firm does not enjoy a dominant position in the supply chain, then it will not be able to demonstrate the performance of supply chain management.

C. The Impact of International Market Brands on Supply Chain Management. Enterprises that possess operating rights of brand name products in international markets have greater dominance in supply chain management. This is because firms

with brand name products in international markets may use these products' market sales performance to lead all the members in the supply chain to effectively assure their own business survival.

2. Strategic Implications. Based on case interviews, the study has organized supply chain management into four directions: purchasing management, production management, international logistics distribution management, and information technologies. These are the four strategic directions that firms must focus when implementing supply chain management in their enterprise resource planning system, as described separately below:

A. Purchasing Management. Enterprise resource planning is distributed around the globe. The use of centralized purchasing methods will be effective in lower purchasing costs. It is necessary to consider the current purchasing planning and purchasing operations in a more comprehensive manner. Purchasing planning should expand to include countries and regions where raw materials are purchased, implement the sharing of information more effectively, and actually lower the cost of purchasing. As for purchasing operations, their procedures can be simplified to reduce the cost of manpower demands.

B. ERP Production Management. ERP production scheduling in the supply chain management is an important basis for implementation, involving the purchasing of raw materials, arrangement of production equipment, changeover times, and arrangement of manpower demands. In times of change, long term production planning is comparatively easier, but for short-term production planning, the advanced planning and scheduling system can be used to quickly modify and adjust the short-term production and scheduling plan, and thus control the progress of emergency production and abnormal insertions and maintain customer satisfaction levels.

C. ERP Distribution Management. Under enterprise resource planning, the transportation between countries mostly used the international logistics system based on air and sea transport. Hence, attention must be given to the development of cargo tracking system to safeguard the interests and rights of enterprise resource planning and customers. In inventory costs, the real-time product supply management model can be considered, and form the supplier management inventory method to further improve inventory management.

D. Information Technologies. Advances in information and communication technology have been an important factor in the vigorous development of supply chain management. When enterprises are selecting the relevant information systems, they should take a comprehensive view of their own business needs and operating patterns. Only this way will enterprises improve their business performance in a more cost-effective manner.

3. Contributions of the Paper. According to the theoretical compilation and conceptual framework established in the paper, and taking consideration of both theory and practice, the paper has studied the empirical evidence for the effect of supply chain management on enterprise resource planning and operation. Through actual case interviews, the study's characteristics and contributions are listed below:

1. Supply chain management should have a dominant manufacturer that leads all other manufacturers in the supply chain to carry out management reforms, thus effectively achieve performance in supply chain management.

2. The overseas investment model carried out by enterprises will seriously influence their ability to manage the supply chain, as well as whether or not supply chain management will be successfully implemented.

3. Global brand awareness will become an important assessment factor for enterprise to implement supply chain management.

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