along the chain and offers partners greater connectivity, which in turn facilitates cooperation and integration.

Figure 3 presents the results of a survey by Poirier and Quinn (2006) among supply chain management professionals in North America, Europe and Australia (120 respondents). The survey indicates the percentage of respondents using one of these technologies. It reveals that 14% of respondents would adopt all of these technologies, and that of the five most popular technological applications (actually six, since two are tied), four involve technologies with internal applications for an organization (ERP, inventory planning and optimization system, WMS and APS).

Figure 3: Use of various supply chain management technologies

TECHNOLOGIES USED THAT PROVIDE RESULTS IN A SUPPLY CHAIN
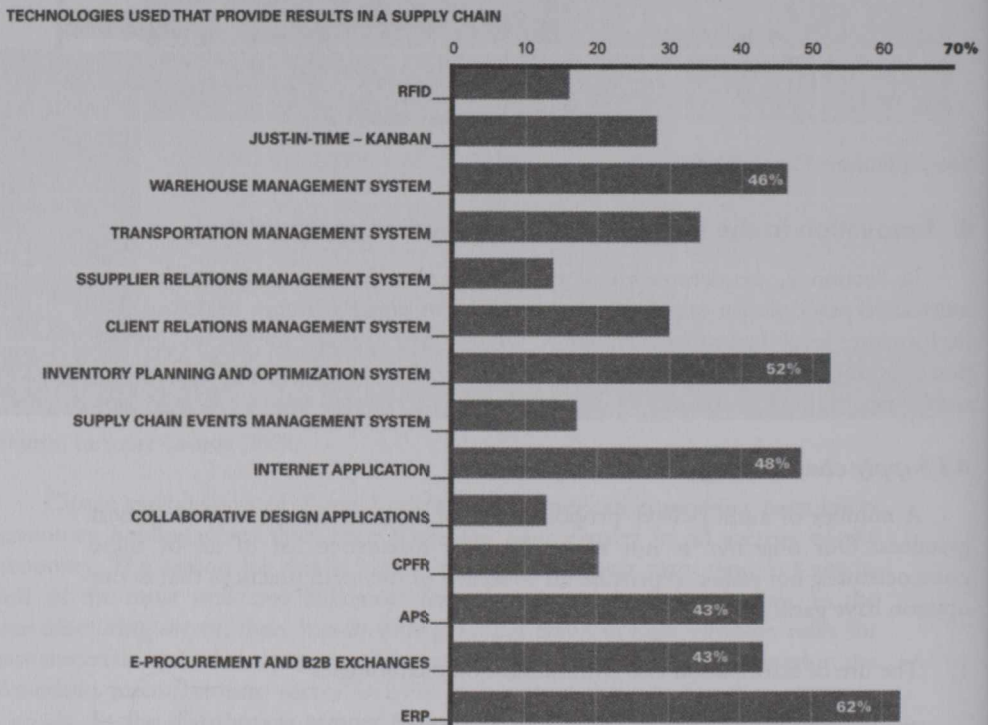
Source: Poirier and Quinn (2006)

2) Cooperation between supply chain partners

Over the last decade, the just-in-time philosophy was adapted to the distribution of finished goods from factory to sales outlets and distribution centres. This has given rise to continuous replenishment practices known as Quick Response (QR) or Efficient Consumer Response (ECR), and more recently, to collaborative planning, forecasting and replenishment (CPFR) over the Internet. Essentially, these practices facilitate partnerships between members of a distribution network to better plan replenishment of finished goods for retailers on the basis of information coming from the sales outlets as well as from collaborative forecasting among network members. This approach differs from