

Integral Logistics Management Planning And Control Of Comprehensive Supply Chains Second Edition Resource Management

When work began on the first volume of this text in 1992, the science of distribution management was still very much a backwater of general management and academic thought. While most of the body of knowledge associated with calculating EOQs, fair-shares inventory deployment, productivity curves, and other operations management

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techniques had long been solidly established, new thinking about distribution management had taken a definite back-seat to the then dominant interest in Lean thinking, quality management, and business process reengineering and their impact on manufacturing and service organizations. For the most part, discussion relating to the distribution function centered on a fairly recent concept called Logistics Management. But, despite talk of how logistics could be used to integrate internal and external business functions and even be considered a source of competitive advantage on its own, most of the focus remained on how companies could utilize operations management techniques to optimize the traditional day-to-day shipping and receiving functions in order to achieve cost containment and customer fulfillment

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objectives. In the end, distribution management was, for the most part, still considered a dreary science, concerned with transportation rates and cost trade-offs. expediting and the tedious calculus Today, the science of distribution has become perhaps one of the most important and exciting disciplines in the management of business.

Logistics has advanced from the warehousing and transportation to boardrooms of the successful leading companies across the world. Logistic capabilities supplement the supply chain operation. It plays an important role in both organizational strategy and Conducting "business as usual" is out of step with today's rapid-fire, global economy. Velocity Management in Logistics and Distribution: Lessons from the Military to

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Secure the Speed of Business alerts commerce to the new reality that it must be more flexible and responsive in managing the unpredictability of its environment, particularly when it

An understanding of logistics is of primary importance in the modern business world and this text allows students and businesspeople alike to become comfortable with the fundamentals of this discipline. In its explanation of logistics—the process of moving a commodity or service from customer order to consumption—this guide provides insight into every step of the process, from order processing and purchasing to packaging and warehousing. Tips are included for integrated logistics, customer service, materials flow, and strategic logistics plans.

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Connective Technologies in the Supply Chain

*A Blueprint for Networking the Flow of Material, Information,
and Cash*

The Integrated Supply Chain Process

Integral Logistics Management

EBOOK: Logistics and Supply Chain Management

A Managerial Handbook for Building Sourcing Strategies

Every time you wheel a shopping cart through one of Walmart ' s more than 10,000 stores worldwide, or swipe your credit card or purchase something online, you enter a mind-boggling logistical regime. Even if you ' ve never shopped at Walmart, its logistics have probably affected your life. The

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Rule of Logistics makes sense of its spatial and architectural ramifications by analyzing the stores, distribution centers, databases, and inventory practices of the world ' s largest corporation. The Rule of Logistics tells the story of Walmart ' s buildings in the context of the corporation ' s entire operation, itself characterized by an obsession with logistics. Beginning with the company ' s founding in 1962, Jesse LeCavalier reveals how logistics—as a branch of knowledge, an area of work, and a collection of processes—takes shape and changes our built

environment. Weaving together archival material with original drawings, LeCavalier shows how a diverse array of ideas, people, and things—military theory and chewing gum, Howard Dean and satellite networks, Hudson River School painters and real estate software, to name a few—are all connected through Walmart ' s logistical operations and in turn are transforming how its buildings are conceptualized, located, built, and inhabited. A major new contribution to architectural history and theory, *The Rule of Logistics* helps us understand how retailing today is

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changing our bodies, brains, buildings, and cities and predicts what future forms architecture might take when shaped by systems that exceed its current capacities.

What is Operations management? Every business is managed through three major functions: finance, marketing, and operations management. Illustrates this by showing that the vice presidents of each of these functions report directly to the president or CEO of the company. Other business functions—such as accounting, purchasing, human resources, and engineering—support these three major

functions. Finance is the function responsible for managing cash flow, current assets, and capital investments. Marketing is responsible for sales, generating customer demand, and understanding customer wants and needs. Most of us have some idea of what finance and marketing are about, but what does operations management do? Operations management (OM) is the business function that plans, organizes, coordinates, and controls the resources needed to produce a company's goods and services. Operations management is a management function. It involves managing

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people, equipment, technology, information, and many other resources. Operations management is the central core function of every company. This is true whether the company is large or small, provides a physical good or a service, is for-profit or not-for-profit. Every company has an operations management function. Actually, all the other organizational functions are there primarily to support the operations function. Without operations, there would be no goods or services to sell. Consider a retailer such as The Gap, which sells casual apparel. The marketing function provides

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promotions for the merchandise, and the finance function provides the needed capital. It is the operations function, however, that plans and coordinates all the resources needed to design, produce, and deliver the merchandise to the various retail locations. Without operations, there would be no goods or services to sell to customers. Successful companies must strive to improve business processes on a comprehensive, coordinated level. Integral Logistics Management: Planning and Control of Comprehensive Supply Chains, Second Edition examines logistics in areas

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beyond the flow of goods, investigating administrative and planning logistics, or process control. What's New in Very Good, No Highlights or Markup, all pages are intact.

Handbook Integral Logistics Management
Integrated Logistics Support
Text and Cases
Advanced Strategies and Best Practices

Velocity Management in Logistics and Distribution
Integral Warehouse Management is a new methodology for

optimizing distribution centers. It creates transparency, increases the intelligence of WMS's and enhances collaboration in the supply chain.

Rapid time-to-market expectations and the demand for custom-tailored products present real challenges for the rigid and fixed linear supply chains that compete in today's economy. Connective technologies meet these challenges head on by integrating the necessary people, information, and products beyond their current limitations. Connective Technologies in the Supply Chain illustrates the impact that connective technologies have across supply chains. It provides strategic frameworks, conceptual and analytical models, and case studies that focus on the design,

development, and implementation of these technologies as they pertain to the management of engineering and manufacturing operations. Placing particular emphasis on RFID, the book addresses issues that include those involving GPS, inventory management, quality control, mobile technology, and security challenges. The book presents an overview of RFID applications, its underlying concepts and principles, and a macro perspective on its implementation in the manufacturing and service sectors. It also provides a feasible design of the technology's enabled knowledge-based supply chain management system. Connective Technologies in the Supply Chain is an essential resource for those who would like to expand their knowledge of-and increase their

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success with-these applications.

While good software and data are necessities foreffective supply chain planning, the right processes,policies, and organization are the most powerful keys forreducing costs and providing high service. This bookreviews the state-of-the-art in production anddistribution planning and presents principles and methodsthrough which

Identifies the interfaces required to insure that each of the appropriate functions under the integrated logistics support umbrella is properly addressed. Intended for military and commercial applications. Among the subjects covered: logistics planning and management, acquisition management, reliability and maintainability, and life cycle

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***LOGISTICS AND SUPPLY CHAIN MANAGEMENT,
Third Edition***

Competing Through the Supply Chain

Distribution Planning and Control

A Collaborative Performance Measurement Approach

An Integrated Approach to Logistics Management

Facility Logistics

This easy guide introduces the modern field of supply chain and logistics management, explains why it is central to business success, shows how its pieces fit together, and presents best practices you can use

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wherever you work. Myerson explains key concepts, tools, and applications in clear, simple language, with intuitive examples that make sense to any student or professional.

Supply Market Intelligence: A Managerial Handbook for Building Sourcing Strategies begins by defining supply market intelligence and discussing opportunities, the establishment of a project team, and conducting an internal business intelligence assessment. The book then examines the development of business and market intelligence, supplier evaluations, and sourcing strategies. It also explores how to execute a sourcing strategy, manage a strategic supplier relationship, and

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redesign an organization for effective supply-chain intelligence and strategic sourcing. This volume offers a benchmarking framework covering all facets of supply-chain management, and includes best practices and case studies of world-class companies.

If your business uses warehouses to deal with the sales of goods, then you know that facility operations, shipping, and customer service are important to your company's health. Eaches or Pieces Order Fulfillment, Design, and Operations Handbook offers insights for warehouse, distribution, or logistics professionals to make their "eaches or pieces"

"The book is highly readable, informative, thought

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provoking, and educational. At every stage, Walker challenges the reader to move away from conventional supply chain thinking to a broader-view, highly concise approach that focuses on the organization's objectives. The book will help you visualize a supply network and develop a blueprint for your

Supply Market Intelligence

6th International Conference, ILS 2016, Bordeaux,

France, June 1–4, 2016, Revised Selected Papers

Managing in the Era of Supply Chain Management

Integrated Logistics Support Planning Guide for DoD

Systems and Equipment

Lessons from the Military to Secure the Speed of

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Business

The Design Engineering Link

Hierarchical and Supply Chain Planning describes the application of hierarchical planning techniques to all major functional areas of supply chain planning, including production, distribution, warehousing, transportation, inventory management, forecasting and performance management. The book reviews well-known, original hierarchical production planning techniques and implementations dating back several decades and numerous more current

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hierarchical planning methods and applications covering an array of supply chain activities. A number of novel hierarchical planning techniques and algorithms covering different components of supply chain planning are offered as is an original approach for integrating supply chain measurements into systems such as the balanced scorecard which evaluate total firm performance. The book covers the interests of private industry practitioners, academic researchers, and students of operations, logistics and

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supply chain management and planning.

In today's globalised economic development, international transactions form an integral part of economic activities. Logistics Management encompasses planning and management of all activities, involving sourcing and procurement of cargo by effective and economically feasible coordination and collaboration with channel partners, and provision of product and service packages from point-of-origin to point-of-consumption at the right time and at the

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right place. This book gives, with theoretical and practical expertise, a comprehensive coverage of the logistic concepts, techniques, and their applications in the world cargo industry. Besides, it provides an in-depth understanding of the strategic framework of Logistics Management, the technologies, and the components used in logistic operations. It also covers export-import trade and documentations, shipping formalities, warehouse and inventory management, ERP concepts, logistics

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operation of major ports—and more. Key
Feature : Case Studies are provided at the
end of most chapters, which tend a
practical orientation to the subject. This
book is primarily intended as a text for
postgraduate students of Management
(MBA/MIB) and Commerce (M.Com.IB). It will
also prove useful for the students of
those engineering disciplines where the
subject is prescribed as an elective
course. In addition, practising managers
in international business will find the
book valuable as a reference

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Thomas Kirschstein provides an overview on methods and approaches for planning and optimizing large-scale chemical production networks. The focus is on an integrated modelling of chemical production processes, logistical processes as well as environmental effects. Therefore, a hybrid simulation framework is designed taking into account time series models for modelling chemical production processes, linear optimization models for describing logistical processes as well as stochastic processes for modelling environmental

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effects.

With future competitive landscape shifting from competition between companies themselves to trading partner networks, understanding and mastering process design and change is becoming more critical than ever. In order to succeed, companies are starting to weave their key business processes into hard-to-imitate strategic capabilities that distinguish them from their competitors. Supply Chain Networks and Business Process Orientation: Advanced Strategies and Best Practices will help

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you "connect the dots" by offering insights on how to achieve greater integration within your supply chain networks and realize the performance possible with today's interaction economics. Based on exhaustive research of supply chains and newly successful networked corporations in the US and Europe, the authors demonstrate how your company can be successful in building an effective supply chain network. Prescriptive benchmarking models illustrate proven strategies, tactics, and

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*methods for achieving a superior level of
supply chain performance.*

*Supply Chain and Logistics Management Made
Easy*

Logistical Management

Long Range Planning

*Hierarchical Operations and Supply Chain
Planning*

*Introduction to Management of Reverse
Logistics and Closed Loop Supply Chain
Processes*

*Third International Conference, LDIC 2012
Bremen, Germany, February/March 2012*

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Proceedings

All the ILS expertise needed to achieve a more supportable system and cost-effective support infrastructure Engineers and managers can turn to the updated Third Edition of Integrated Logistics Support Handbook for expert guidance on applying Integrated Logistics Support (ILS) for acquisition and procurement planning in new product development. Long-established as the definitive ILS resource, this handbook distills thousands of pages of directives, instructions, and related

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material into a coherent, one-stop reference that can be used to enhance any military or commercial project. The Third Edition features new information on reliability and maintainability engineering...testability...supportability engineering...cost of ownership...personnel...support equipment...training...technical documentation...level-of-repair analysis...software support...life-cycle cost...logistics plans...contracts...and much more. Filled with step-by-step

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guidelines and 300 illustrations, the updated Integrated Logistics Support Handbook explains how to: Apply MIL HDBK 502, Acquisition Logistics Meet the requirements of MIL-PRF 49506, Logistics Management Information Develop and measure Performance-Based Logistics requirements New to this edition: applications of ILS to software-based systems, applications to commercial off-the-shelf solutions, and the latest Department of Defense requirements

This book constitutes revised selected

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papers from the 6th International Conference on Information Systems, Logistics, and Supply Chains, ILS 2016, held in Bordeaux, France, in June 2016. The conference deals with topics related to supply chain design and management, information and decision-making systems, and innovative practices in logistics. It also encompasses issues such as sustainability, societal impact, uncertainty, and collaboration in supply chain management. The 13 full papers presented were carefully reviewed and

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selected for inclusion in this volume and reflect the diverse challenges and opportunities experienced in logistics, information and supply chain management. They were organized in topical sections named: transportation and logistics; supply chain planning; collaboration and operations in supply chain; and applications of supply chain topics to business environments (case studies). The design of facilities, warehouses, and material-handling systems as well as the management of logistics operations

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significantly impact the success of industrial projects. Facility Logistics: Approaches and Solutions to Next Generation Challenges explores recent developments in the technology, industrial practices, and business environments of facility logistics. The book first discusses the main trends impacting facility logistics operations, including visibility, security, flexibility, labor, globalization, and sustainability. It then examines the functionalities and capabilities of warehouse management

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systems (WMS) and outlines a comprehensive yet simple method for the quick assessment of warehouse performance. The following chapters present a set of solutions to emerging challenges in the design and management of facility logistics, along with procedures to better plan and manage the logistics activities within a production or storage facility. The final chapter reviews educational resources and offers examples of how multimedia tools can be used to develop new teaching material. With more globalization and

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outsourcing occurring as well as a greater emphasis on facility sustainability, new facility logistics challenges have emerged. By evaluating the impact of these issues on facility logistics, this volume helps you improve the design and management of your facility.

EBOOK: Logistics and Supply Chain
Management

Supply Chain Networks and Business Process
Orientation

Global Logistics Management

Potentials of Simulation in Network

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Planning

Integrated Logistics Support Handbook
OPERATIONS AND SUPPLY CHAIN MANAGEMENT
Operations and Supply Chain Management
Within and Across Companies, Fourth
Edition

From the Foreword of the First Edition of Integral
Logistics Management: Operations and Supply Chain
Management Within and Across Companies: "Changes in
the world outside the company alter the way that we look
at problems and priorities in the company itself. This
presents new challenges to company logistics and to

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planning & control of corresponding business processes."

Written almost twelve years ago, these words are perhaps more true now than ever before. Incorporating the elements that made previous editions so popular with students and professors, the fourth edition reflects the expansion of the role of supply chain management to include all areas of industry and all objects in the product life cycle. New in the Fourth Edition: Assessing the economic value added of supply chain initiatives Local content regulations and tariff orientation in a supply chain Total Cost of Ownership (TCO) in a global supply chain Facility location planning (expanded) Sustainable supply

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chains Supply chain risk management Information management Each chapter includes summaries, keywords, cases, and exercises. Definitions of key concepts and terms are boxed for emphasis and important principles, examples, points to remember, prescribed procedures, steps of a technique or solutions for selected scenarios and exercises are highlighted with a gray background. Additional interactive Macromedia Flash elements are made available for download from the book's companion website. Magic formulas, catchwords, and simplifying theories do not stand much of a chance in logistics, operations and supply chain management. The complex

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reality of day-to-day operation of companies in industry and the service sector demands highly diligent detailed work. Covering all of the critical details in this area, the book equips students for tackling the logistics, planning, and managerial challenges they'll most certainly have to face.

Increasing legislative and environmental pressure requires businesses to become more responsive to products that either have been returned or that are at the end of their useful lives. Life cycles are getting shorter, and efficient handling can save large amounts of money since many materials can be extracted and reused or redistributed.

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Reverse lo

A decision support system (DSS) is developed to improve the quality of decision making in wood processing companies. Wood processing companies are businesses that import (buy, harvest) raw materials, stems and logs, and export (deliver) products, assortments and boards, after a multi-step conversion process. The DSS, called IDEAS (Integral Decision Effect Analysis System), supports the operational, tactical and strategic level of decision making, by providing a range of tools of varying complexity. Various analyses have been made for validating the underlying models. A case study was

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performed to test the impact for the relevant business chain. Possible other fields of application can be the oil-industry, slaughter-houses, and in general cutting-stock performing industries. All these industrial circles share the package- production problem in common.

Simplified theories, magic formulas, and popular catchwords will only take you so far when dealing with real-world logistics, operations, and supply chain management scenarios. The complex reality of day-to-day operations in organizations within industry and the service sector demands highly diligent work. Integral Logistics Management: Operations and Supply Chain Management

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Within and Across Companies, Fifth Edition prepares students to tackle the logistical, planning, and managerial challenges they'll face on the job. It covers both the theoretical and practical aspects of the differing characteristics, tasks, methods, and techniques of planning and control in company logistics. Updates to this edition include: An additional chapter on supply chain design, encompassing a major section on the integrated design of production, distribution, retail, service, and transportation networks An extended section on sustainability in supply chains, comprising the measurement of environmental performance An expanded chapter on product families and

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one-of-a-kind production, containing new methods for the "engineer-to-order" production environment New sections on the use of available-to-promise and capable-to-promise methods, as well as the use of enabling technologies toward personalized production The book examines the logistical characteristics of product variety, including made-to-order, assemble-to-order, engineer-to-order, and additive manufacturing for personalized orders. The material in the text covers most of the key terms in the five CPIM modules contained in the APICS CPIM Exam Content Manual, as well as in the CSCP program—making it an ideal self-study resource. As with the previous

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edition, the text provides readers with online access to Interactive Macromedia Flash elements and other helpful downloads. The book's website has been updated with further learning materials and the comprehensive index has also been expanded. Summaries, key words, cases, and exercises are included in each chapter.

The Rule of Logistics

DoD Systems and Equipment Integrated Logistics Support
Planning Guide

Eaches or Pieces Order Fulfillment, Design, and
Operations Handbook

Supply Chain Management

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Planning and Control of Comprehensive Supply Chains,
Second Edition

Supply Chain Architecture

Seminar paper from the year 2014 in the subject Business economics - Supply, Production, Logistics, grade: 1,0, University of Cooperative Education Mannheim, language: English, abstract: According to Schönsleben "The link between process management and logistics management is evident" (2007). In order to be able to agree to Mr. Schönsleben, the thesis on hand focuses on processes and flows involved in integral logistics. In this context, touching supply chain management is indispensable. The author also wants to sensibilise the reader for recognizing the

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omnipresence of processes and accompanying flows in daily operations and their increasing significance for business success. Questions answered during the following elaborations concern the development from logistics to integrated means, the existence of different process types and how to design the same. Additionally, process implementation and the position of a chief process officer are discussed. The paper also tries to point out reasons for the status quo of process handling within companies.

Demonstrating the current relevance of the given topic, the results are mainly based on literature originating from the previous 15 years plus contemporary sources available via Internet. A study conducted by PricewaterhouseCoopers dealing with business processes also influenced the findings.

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Complexity of business models and widely-branched supply chains long for a sophisticated organisational effort. Nearly every part of an integral logistics chain is related to a process and IT-support is inalienable for handling them. Physical and information flows are of equal importance. Companies do acknowledge the benefits of process management but yet the majority stays behind possibilities. Necessary investments still represent obstacles but advantages of well-working processes outweigh related concerns increasingly. Thus, further clarification is necessary among the management level to enhance sustainable awareness about process implementation for staying competitive.

Considered by many authors as a technique for modelling stochastic, dynamic and discretely evolving systems, this

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technique has gained widespread acceptance among the practitioners who want to represent and improve complex systems. Since DES is a technique applied in incredibly different areas, this book reflects many different points of view about DES, thus, all authors describe how it is understood and applied within their context of work, providing an extensive understanding of what DES is. It can be said that the name of the book itself reflects the plurality that these points of view represent. The book embraces a number of topics covering theory, methods and applications to a wide range of sectors and problem areas that have been categorised into five groups. As well as the previously explained variety of points of view concerning DES, there is one additional thing to remark about this book: its richness

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when talking about actual data or actual data based analysis. When most academic areas are lacking application cases, roughly the half part of the chapters included in this book deal with actual problems or at least are based on actual data. Thus, the editor firmly believes that this book will be interesting for both beginners and practitioners in the area of DES.

This well-established handbook presents integral logistics management as the management of the flow of goods, data and control along the comprehensive life cycle of products and services in both classical and service industries. It offers a well-founded overview for managers, practitioners and advanced users. For the 6th edition, the content has been tightened and the following topics have been extended: the

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design of integrated offers of intangibles and tangibles goods in industrial product-service systems the integrated design of product, distribution, retail, service, and transportation networks for global location planning new examples of frameworks, standards and indices to practically demonstrate the social and environmental performance in sustainable in supply chains. Other new sections deal with: the benefit of different types of cooperation between the R&D and engineering departments in companies with an “engineer-to-order” (ETO) production environment the suitability of scenario planning for long-term demand forecasting, if influence factors of the surrounding systems play a role in an unknown manner. Furthermore, each section now contains at the beginning its intended learning outcomes (ILO). The

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material covers most of the key terms in the five APICS CPIM (Certified in Production and Inventory) modules as well as in the ASCM / APICS CSCP (Certified Supply Chain Professional) program.

Integral Logistics Management Planning and Control of
Comprehensive Supply Chains, Second Edition CRC Press

Operations and Supply Chain Management Within and
Across Companies, Fifth Edition

Denotation of Process- and Flow Orientation for Integral
Logistics

Walmart and the Architecture of Fulfillment

Discrete Event Simulations

Integral Warehouse Management

IDEAS, for Integral Logistics in Centralized Wood Processing

To retain their market share in today's competitive business, companies are coming up with high value, low price products. To cut their costs, they are striving hard to identify the cash-consuming areas in their operations. Logistics and Supply Chain is one of them, as its scope ranges from the procurement and management of the raw materials through to the delivery of the final product. This book, now in its Third Edition, continues to provide theoretical and practical expertise in this area and has been upgraded to logistics and supply chain management. The book begins with an

introduction to the elements of logistics management and then moves on to explain operating objectives of integrated logistics, barriers to internal integration and principles of logistics information. It also deals with forecasting, inventory management policies, warehousing and highlights various aspects of logistics management and logistical organization. The book contains case studies in the Indian context to give a practical flavour to the subject. In this edition, a new chapter, namely, Supply Chain Vulnerability and Ethical Issues along with topics like Logistical framework with respect to

Product Life Cycle, Bullwhip Effect, Collaborative Planning, Forecasting and Replenishment, SCOR model for measuring Supply Chain performance have been included to widen the scope of the subject. TARGET AUDIENCE • MBA (Production and Operations Management) • PGDM (Logistics and Supply Chain Management)

Integrated logistics; Logistics; Logistical operations integration; Customer service; Supply chain relationships; Glocal logistics; Logistical resources; Information; Forecasting; Inventory strategy; Inventory anagement; Transportation infrastructure; Transportation regulation;

Transportation management; warehouse management; Material handling; Packaging; Logistics systems design; Logistics positioning; Integration theory; Planning and design methodology; Planning and design techniques; Logistics administration; Organization; Planning, costing and pricing; Performance measurement and reporting; Dimensions of change: a seminar focus; Index.

The volume comprises the proceedings of the third International Conference on Dynamics in Logistics LDIC 2012. The scope of the conference targeted the identification, analysis,

and description of the dynamics of logistic processes and networks. The spectrum ranged from the modeling and planning of processes and innovative methods like autonomous control and knowledge management to the new technologies provided by radio frequency identification, mobile communication, and networking. The growing dynamics in the area of logistics poses completely new challenges: Logistic processes and networks must rapidly and flexibly adapt to continuously changing conditions. LDIC 2012 provided a venue for researchers from academia and industry interested in the technical advances

in dynamics in logistics. The conference addressed research in logistics from a wide range of fields, e.g. engineering, computer science and operations research. The volume consists of two invited papers and of 49 contributed papers divided into various subjects including transport logistics, routing in dynamic logistic networks, modeling, simulation, optimization and collaboration in logistics, identification technologies, mathematical modeling in transport and production logistics, information, communication, risk and failure in logistic systems, autonomous control in logistic

processes, global supply chains and industrial applications, and the Internet of Things in the context of logistics.

*From the Foreword of the First Edition of
Integral Logistics Management: Operations and
Supply Chain Management Within and Across
Companies: "Changes in the world outside the
company alter the way that we look at problems
and priorities in the company itself. This presents
new challenges to company logistics and to
planning & control of corresp
Directing the Flow of Product
Logistics Management and Strategy*

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*Integrated Supply Chain Planning in Chemical
Industry*

Dynamics in Logistics

Methods and Applications for Planning,

Operations, Integration, Control and

Improvement, and Network Design

A Guide to Improving Supply Chain Planning