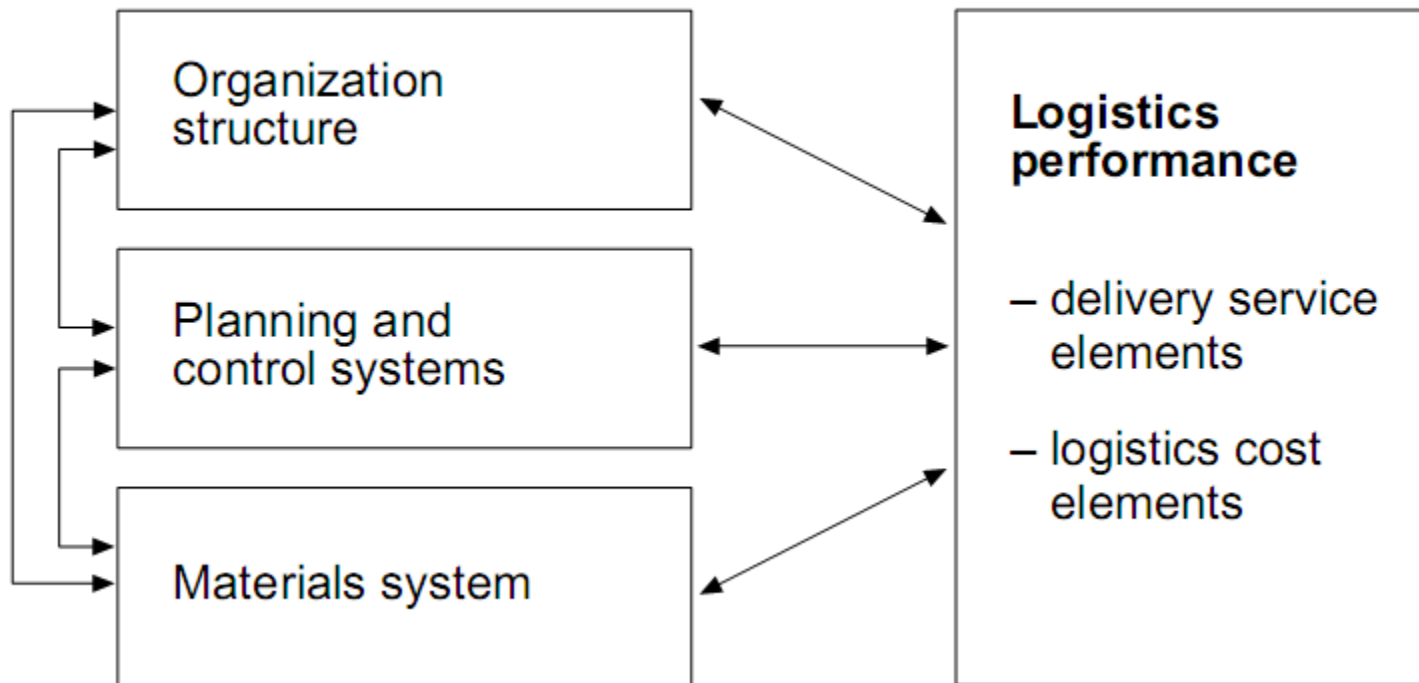




Logistika v organizační struktuře

Organizační struktura jako podmínka výkonnosti

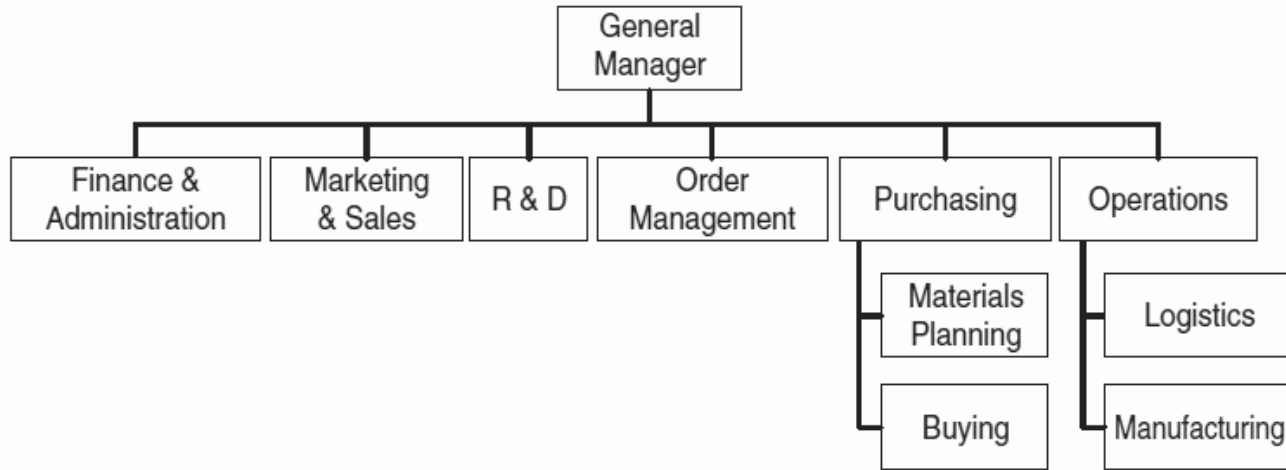
Business logistics/materials administration



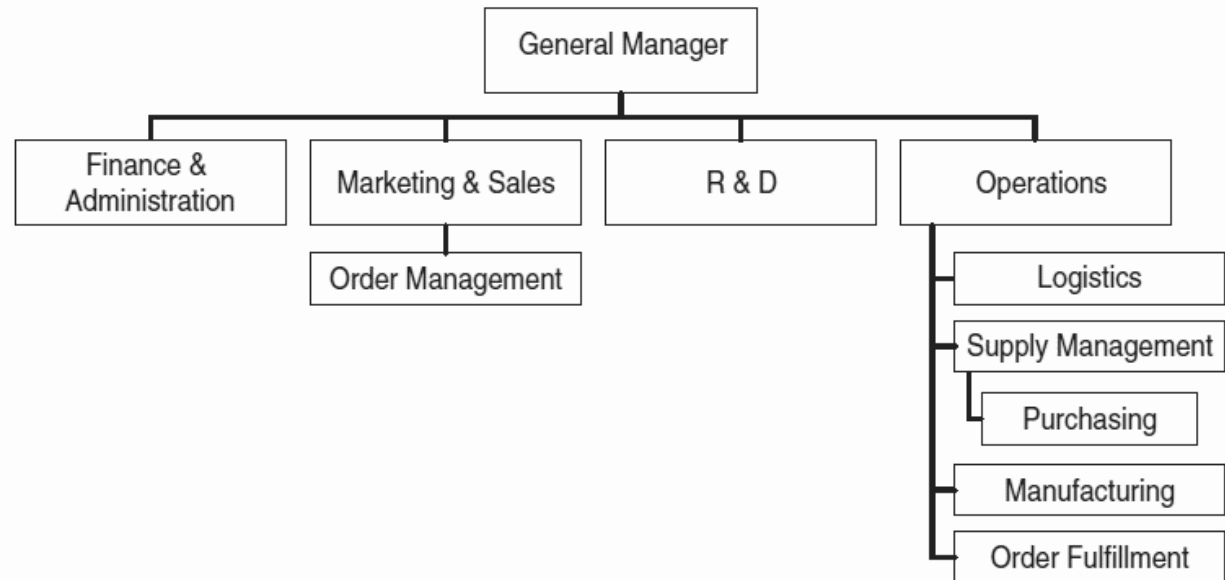
Dovednosti pracovníků a jejich motivace

Vývoj organizačních struktur

Functional supply chain organization.

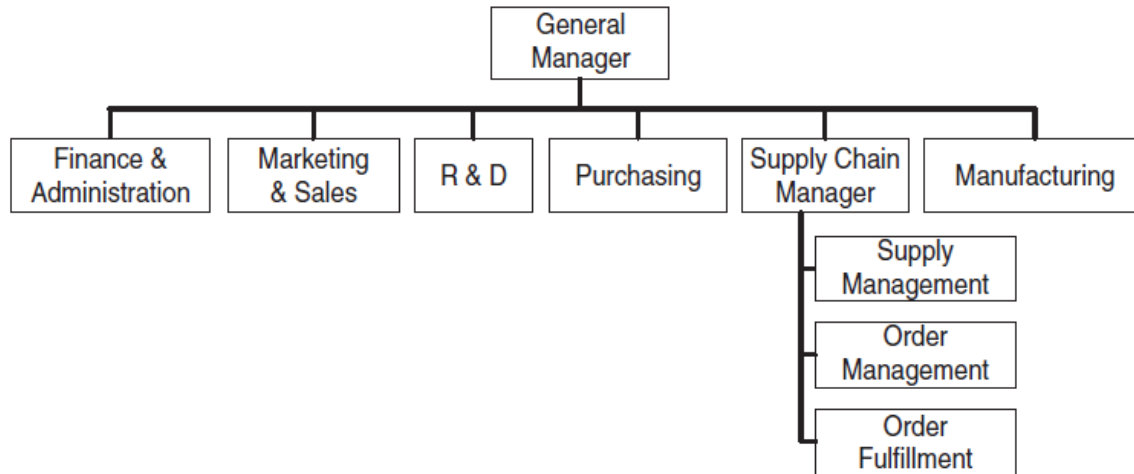


Transitional supply chain organization.

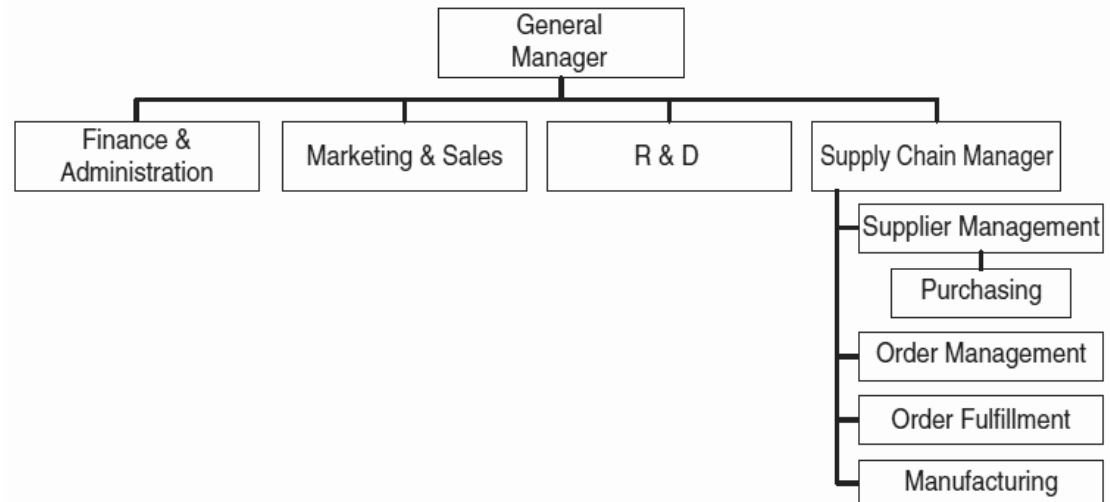


Vývoj organizačních struktur

Partially integrated supply chain organization.



Integrated supply chain organization.



Přístupy k organizačním strukturám pro logistiku

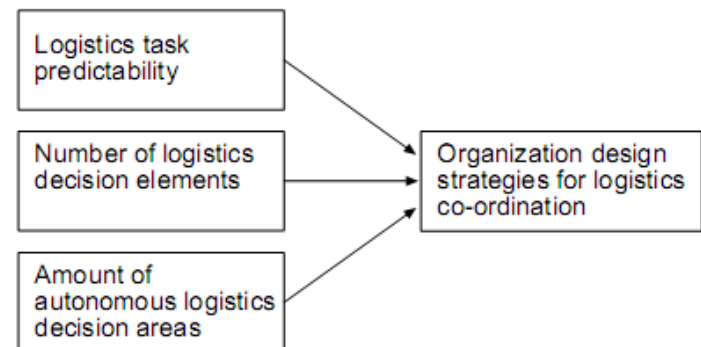
Neexistuje jednoznačné pravidlo volby organizačního začlenění logistiky do podniku!

Otázka centralizace logistiky – přínosy:

1. Reduction of potential duplication of effort.
2. Leveraging of volume purchases
3. Consolidation
4. Transportation savings
5. Allowance of specialization
6. Reduction of suppliers' costs
7. Improved inventory control
8. Lower administrative costs
9. Centralized control
10. Reduction in the costs of services

Přístupy k organizačním strukturám pro logistiku

- **Jednosměrné přístupy** - manažer logistiky ve vedení podniku, koordinátor, štábní útvar, maticová struktura...
- **Přístupy podle „životního cyklu“ logistických činností v podniku** – Výhody a nevýhody určitého organizačního uspořádání na konkrétní situaci podniku. Nicméně, podniky v určitém stádiu mají odlišné problémy a tak určité org.uspořádání může být více či méně vhodné
- **Kontingenční přístupy** - důraz na ambivalentní a situačně podmíněné chování organizací a jejich členů



Kontingenční přístup (Persson)

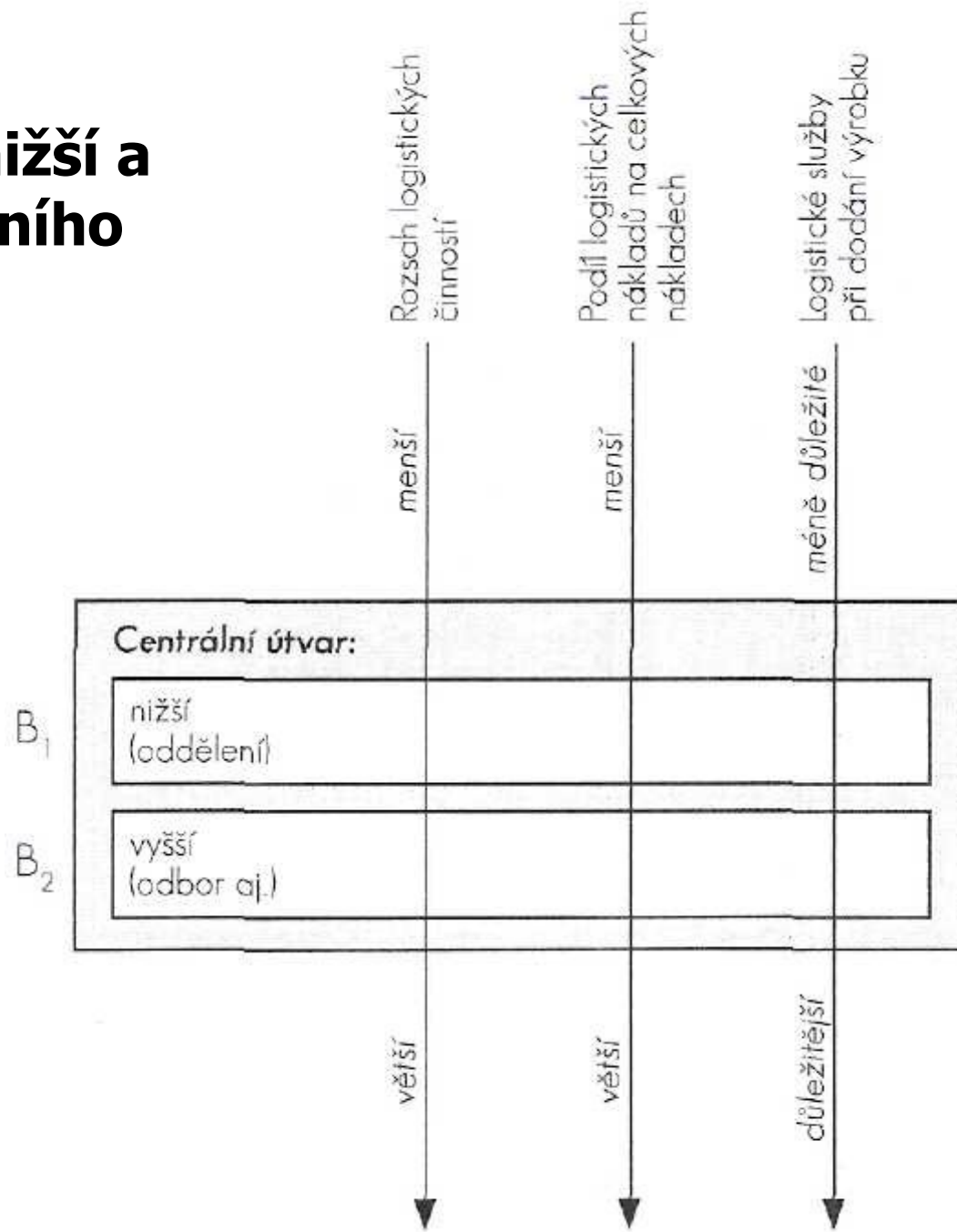
Tři faktory určující org. strukturu logistiky v podniku:

- 1. Předpověditelnost logistických úkolů** – (produkce na sklad, produkce na zakázku) – *míra formalizace koordinačních mechanismů*
- 2. Počet rozhodovacích míst (objektů) v logistice podniku** – souvisí s velikostí organizace, počtem produktů a jejich složitostí (komplexností), počtem komponent. – *funkční versus procesní organizace*
- 3. Samostatné rozhodovací oblasti v logistice podniku** – samostatné produktové skupiny, produkční technologie, cílové trhy či geografické lokace. – *samostatná zodpovědnost a rozhodovací mechanismy (org. podle produktů, uplatnění divizí) versus integrovaná zodpovědnost a rozhodovací mechanismy*

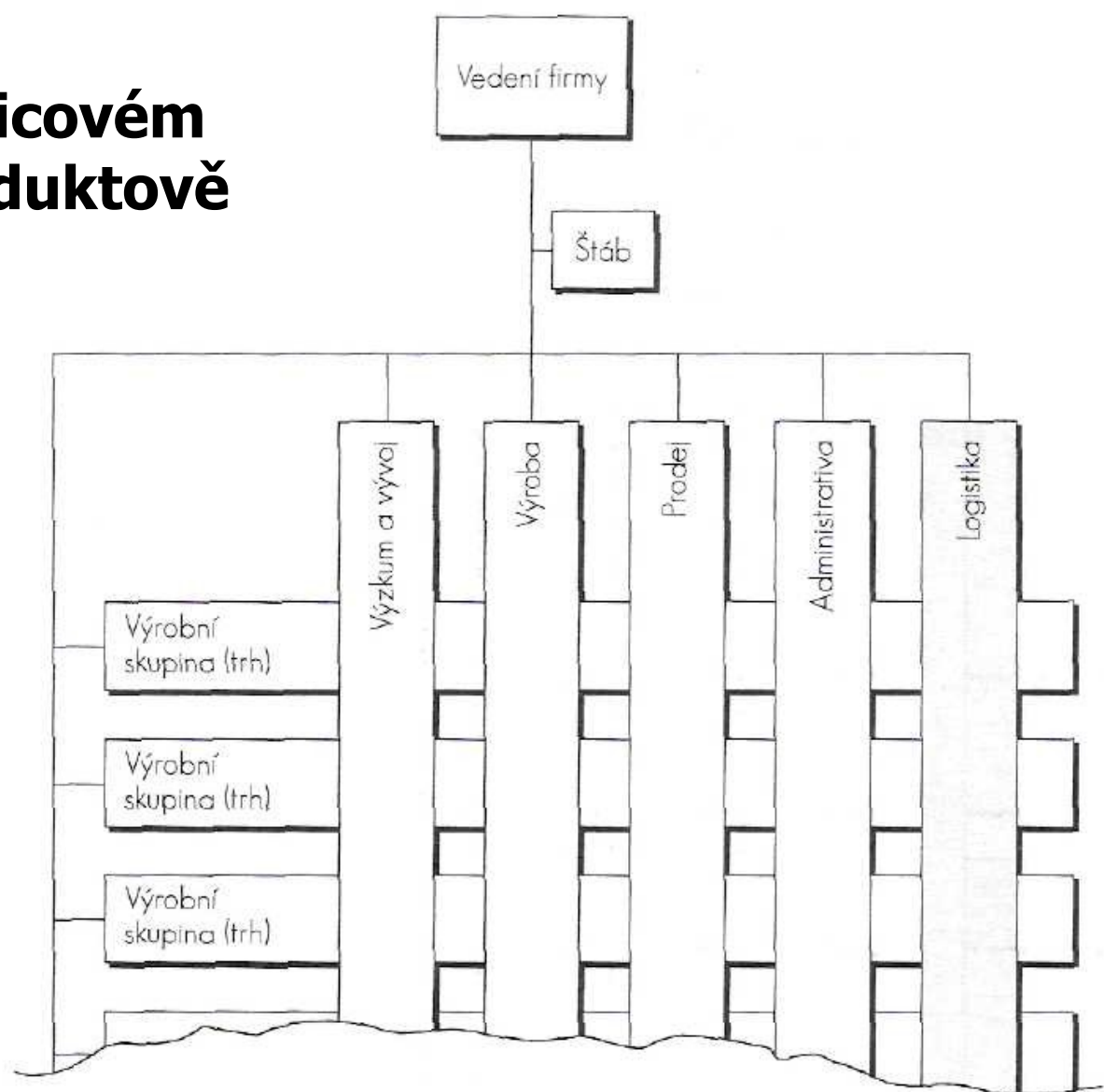
Kritéria volby mezi štabním útvarem, centrálním útvarem a maticovou organizační strukturou pro logistiku

	Rozsah logistických činností	Podíl logistických nákladů na celkových nákladech	Riziko z nedostatečného fungování logistického systému	Struktura výrobního sortimentu	Tempo inovací
A Štabní útvar	menší	menší	menší	homogenní	nižší
B Centrální útvar	větší	větší	větší	heterogenní	vyšší
C Maticová struktura	větší	větší	větší	heterogenní	vyšší

Kritéria volby mezi nižší a vyšší formou centrálního útvaru logistiky

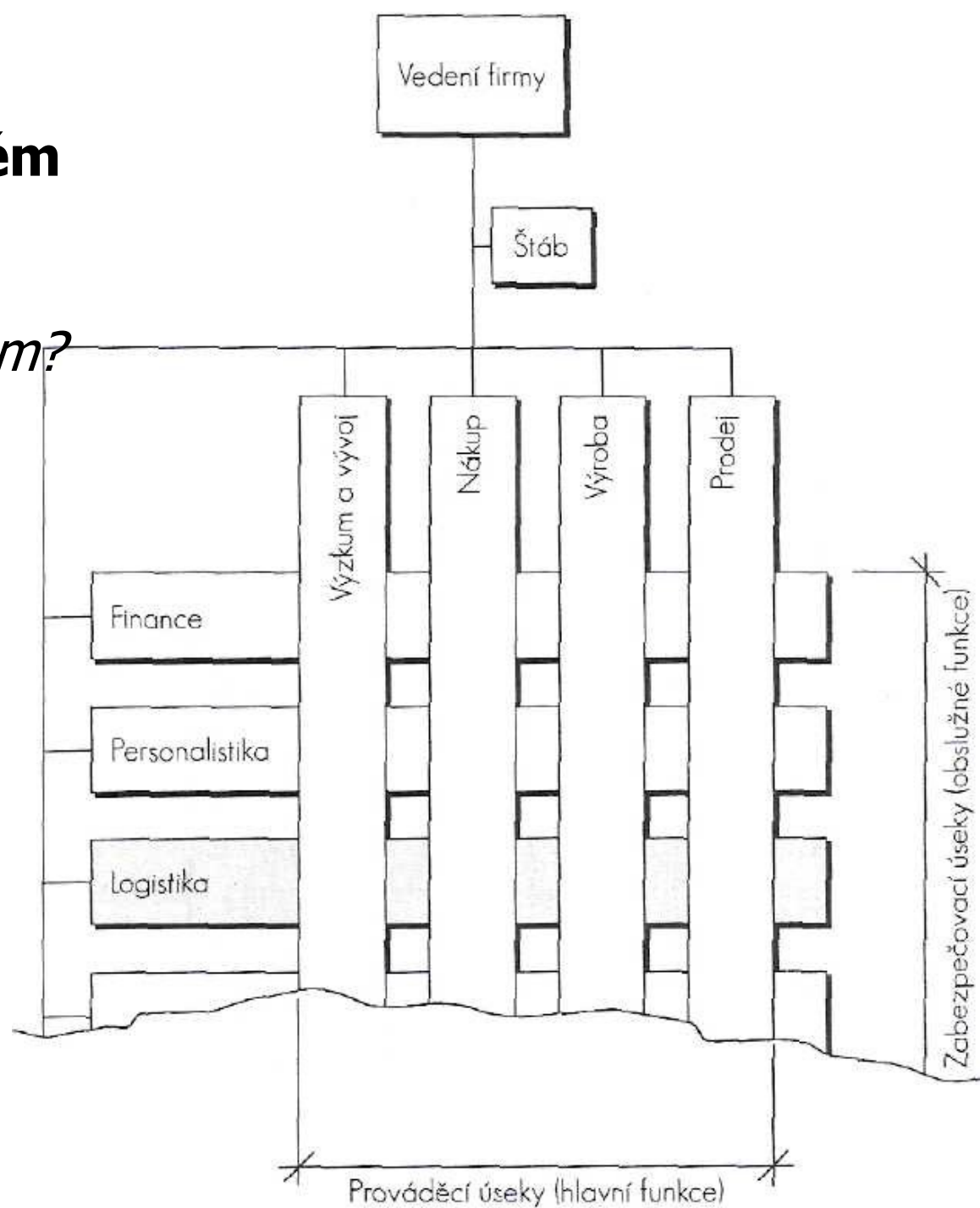


Logistika v maticovém uspořádání produktově orientovaném



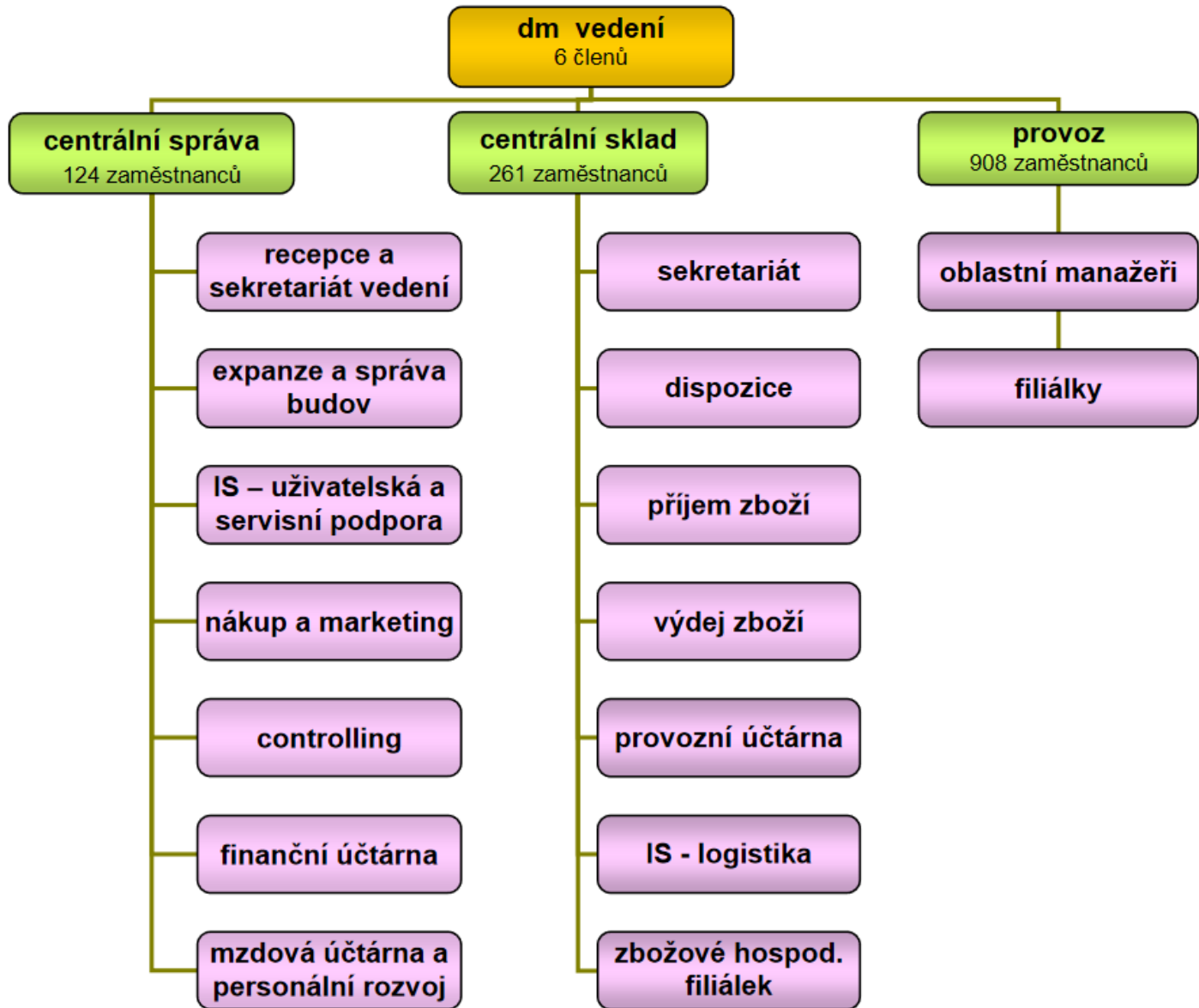
Logistika v maticovém uspořádání funkčně orientovaném

Lze sloužit dvěma šéfům?



Práce ve skupinách

1. Zakreslete organizační strukturu dm drogerie markt, s.r.o.
2. Zhodnoťte výhody a nevýhody umístění logistiky v organizační struktuře



MUMI

SC design

SUPPLY CHAIN DESIGN

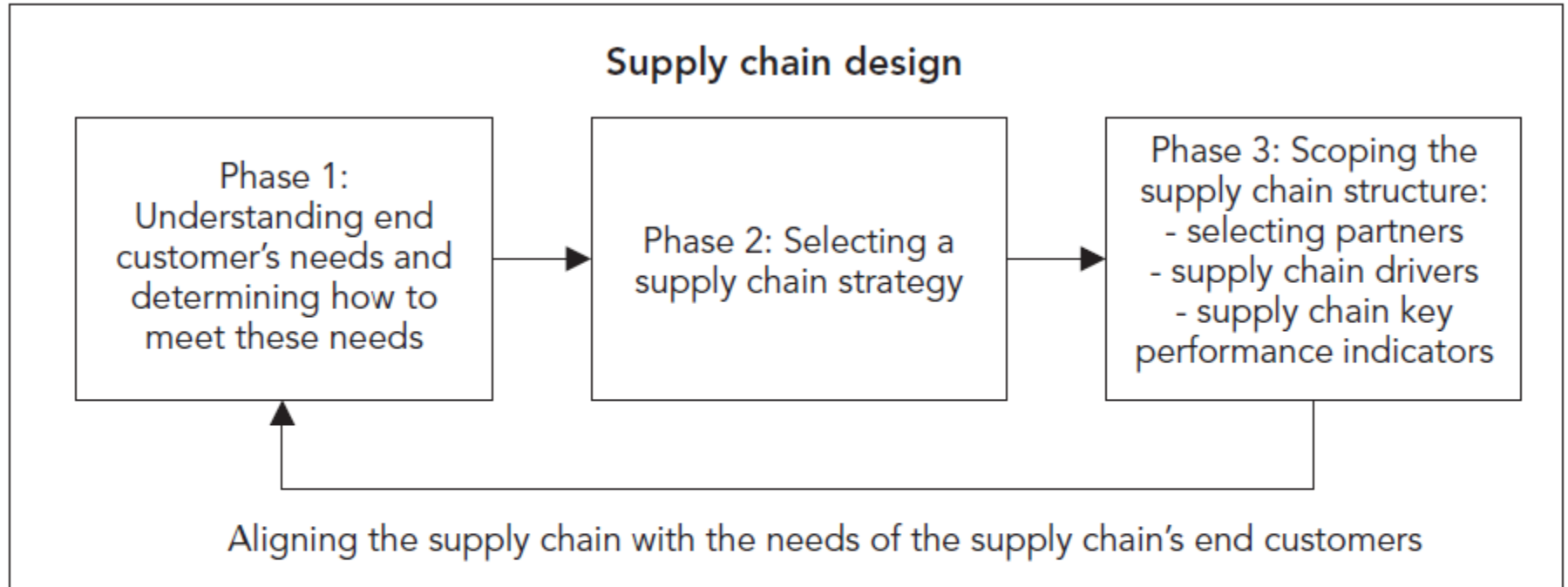


Figure 1: The three phases of supply chain design

(Source: Compiled from Taylor, 2004: 259, 279, 284; Christopher, 2005: 57; Fawcett *et al.*, 2007: 20)

Phase I

Table I: Some basic differences between innovative and functional products

	Functional products	Innovative products
Demand	Stable, predictable	Variable, difficult to forecast
Length of product life cycle	Long	Short
Profitability	Low	High
Forecast error	Low	High
Stock-out rates	Low	High
Markdown	Low	Potentially high
Obsolescence	Low	High
Volume	High	Low
Lead time	Long	Short
Inventory cost	Low	High
Product variety	Low	High
End result: Demand uncertainty	Low	High

(Source: Compiled from Fisher, 1997: 1, 2; Ayers, 2006: 63; Jacobs & Chase, 2008: 186)

Phase I questions

- Who are the organisation's end **customers** and what are the exact **needs** of the end customers?
- What are the **market winners** that will win end customers' orders?
- Does the organisation have a **value proposition** that will meet the needs of the end customers?
- Does the organisation possess the necessary **core competencies** to provide the necessary value proposition?
- How **predictable** is the market **demand** for the product?

Phase II: Selecting a supply chain strategy - Agile or lean?

High
lean?

Variety/Variability

Low

AGILE	
	LEAN

Low

High

Volume per variant

“Lean” works best in high volume, low variety and predictable environments.

“Agility” is needed in less predictable environments where the demand for variety is high.

Figure 5.2 Generic supply chain strategies

Supply characteristics	Long lead times	<i>Lean</i> Plan and optimise	<i>Hybrid</i> De-couple through postponement
	Short lead times	<i>Kanban</i> Continuous replenishment	<i>Agile</i> Quick response
		Predictable	Unpredictable
		Demand characteristics	

Conventional *Push System*

Manufacturer/ assembler

Produce to market; Quantity based on demand forecast, Use mass production and inventories

Wholesalers

Inventories

Retail distribution centers

Inventories

Retailer stores

Inventories, rush orders, push to customers

Customers

EC-Based *Pull System*

Customers

Orders

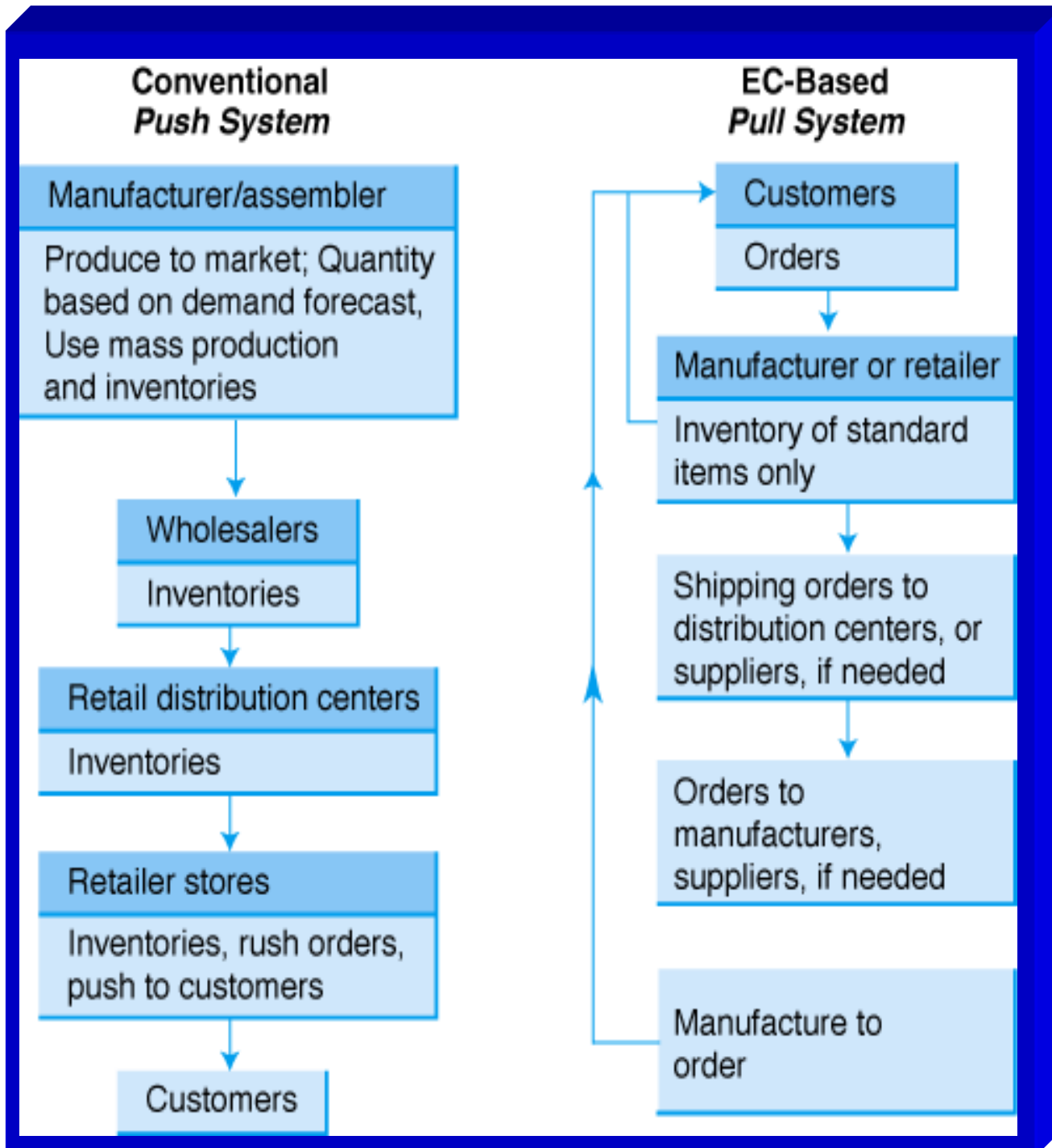
Manufacturer or retailer

Inventory of standard items only

Shipping orders to distribution centers, or suppliers, if needed

Orders to manufacturers, suppliers, if needed

Manufacture to order



Phase II: Selecting a supply chain strategy - Agile or lean?

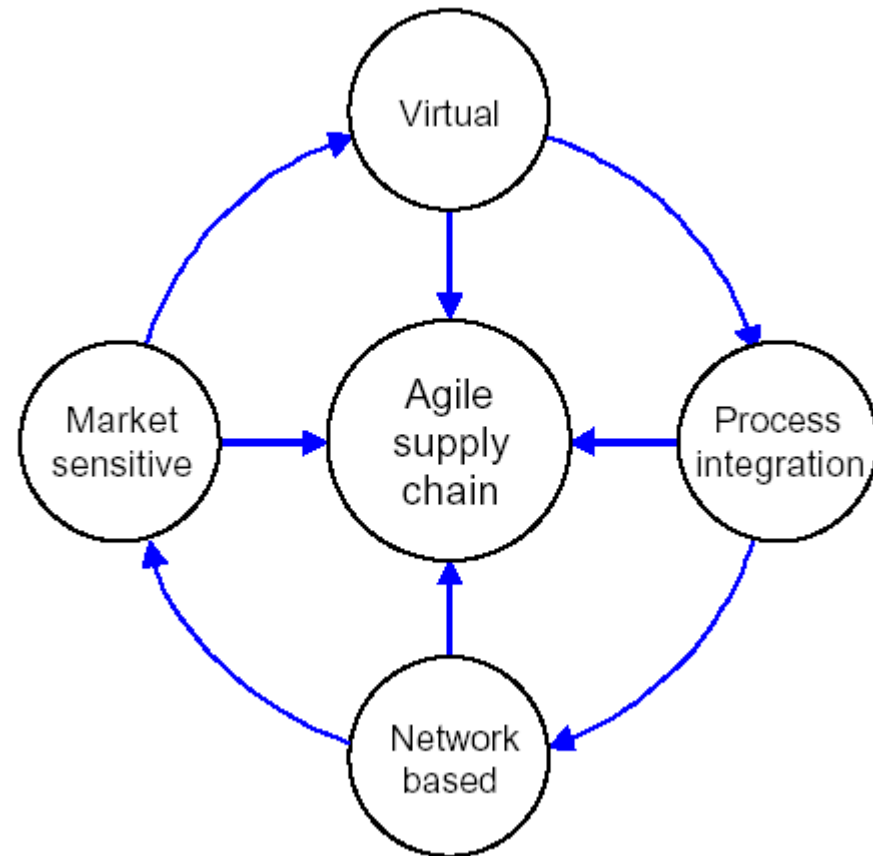
Table II: Some characteristics of lean and agile supply chains

	Lean supply chain strategy	Agile supply chain strategy
Product features	Standard	High variety
Product life cycle	Long	Short
Marketplace demand	Predictable	Volatile
Product variety	Low	High
Order winners	Cost	Time, availability
Supply chain emphasis	Efficiency; economies of scale	Responsiveness, flexibility

(Source: Adapted from Christopher, 2003: 285; Bruce, *et al.*, 2004: 155; Hines, 2004: 63; Chopra & Meindl, 2007: 35; Webster, 2008: 352)

The concept of Agility

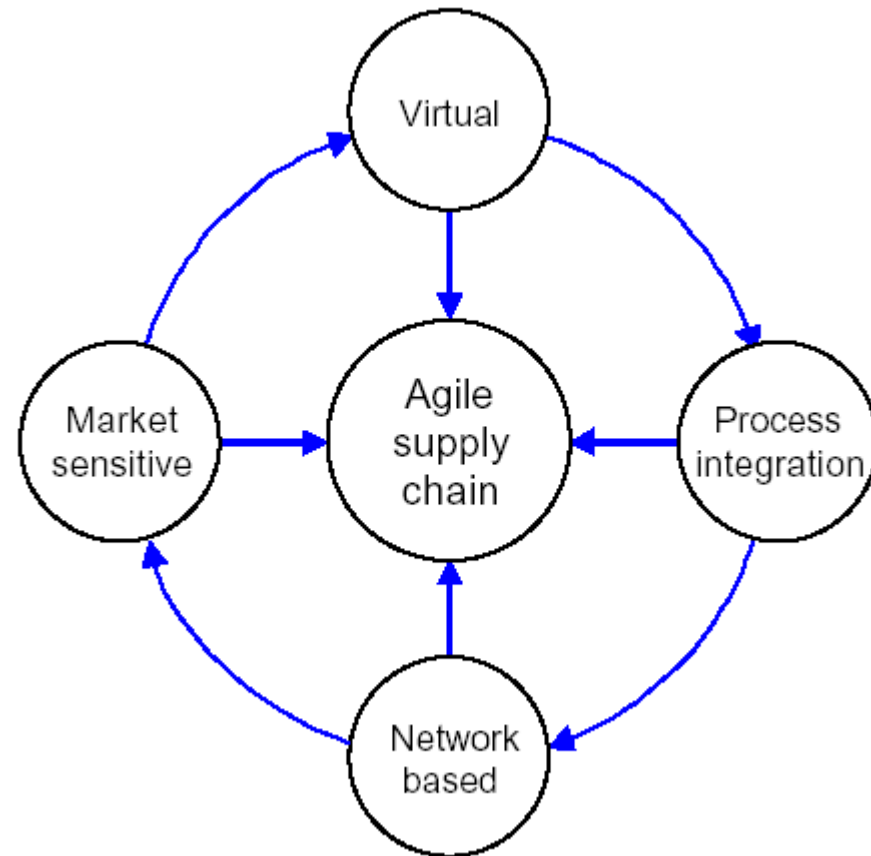
- **Market sensitive**
 - Supply chain is capable of reading and responding to real demand
- **Virtual**
 - Information-based supply chain, rather than inventory-based.



Agile supply chain

The concept of Agility

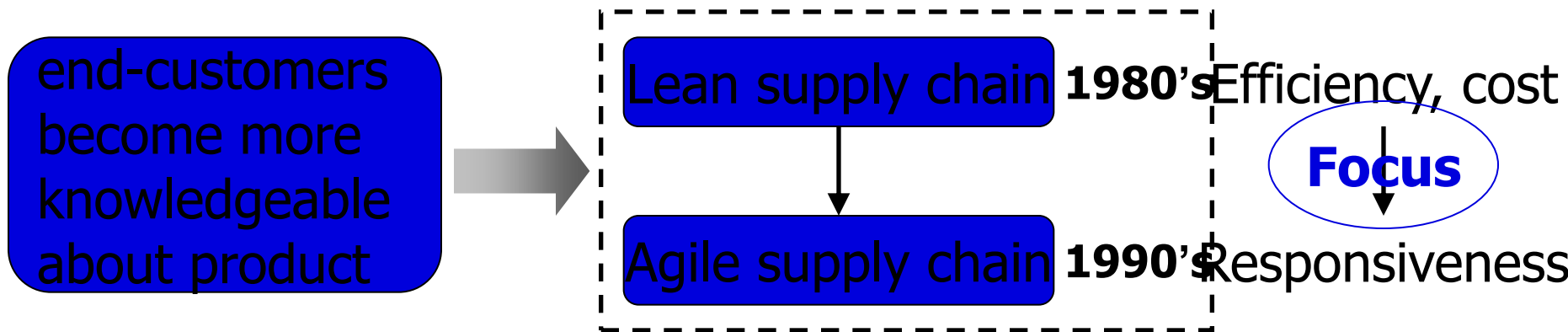
- Network based
 - EDI and internet enable partners in the supply chain to act upon the real demand
- Process integration
 - Collaborative working between buyers and suppliers, joint product development, common systems and shared information



Agile supply chain

The concept of Agility

□ Demand characteristics and supply capabilities

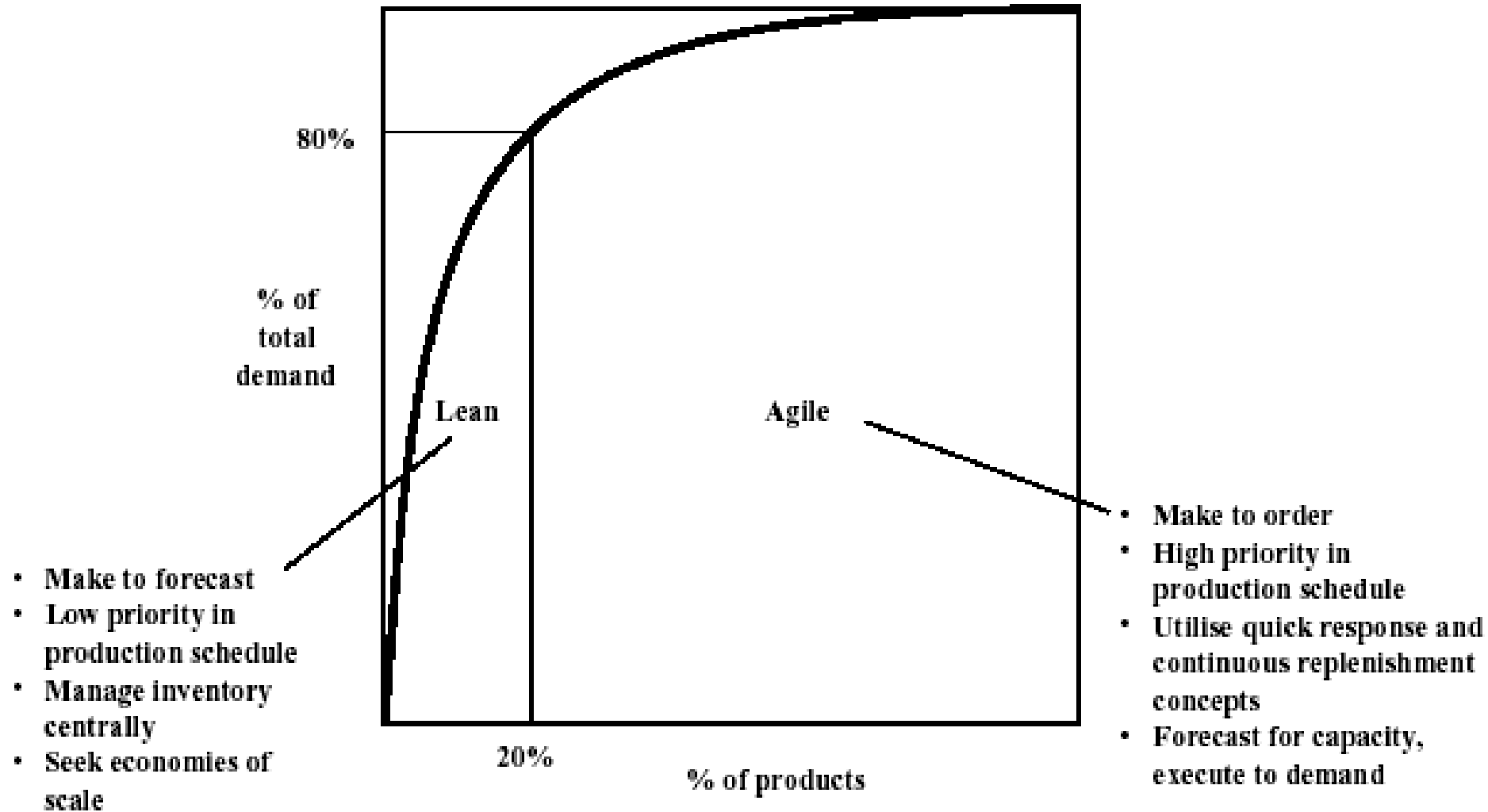


The concept of Agility

Agile Supply	<ol style="list-style-type: none">1. <u>Quality</u>2. <u>Cost</u>3. <u>Lead Time</u>	<ol style="list-style-type: none">1. <u>Service Level</u>
Lean Supply	<ol style="list-style-type: none">1. <u>Quality</u>2. <u>Lead Time</u>3. <u>Service Level</u>	<ol style="list-style-type: none">1. <u>Cost</u>
	Market Qualifiers	Market Winners

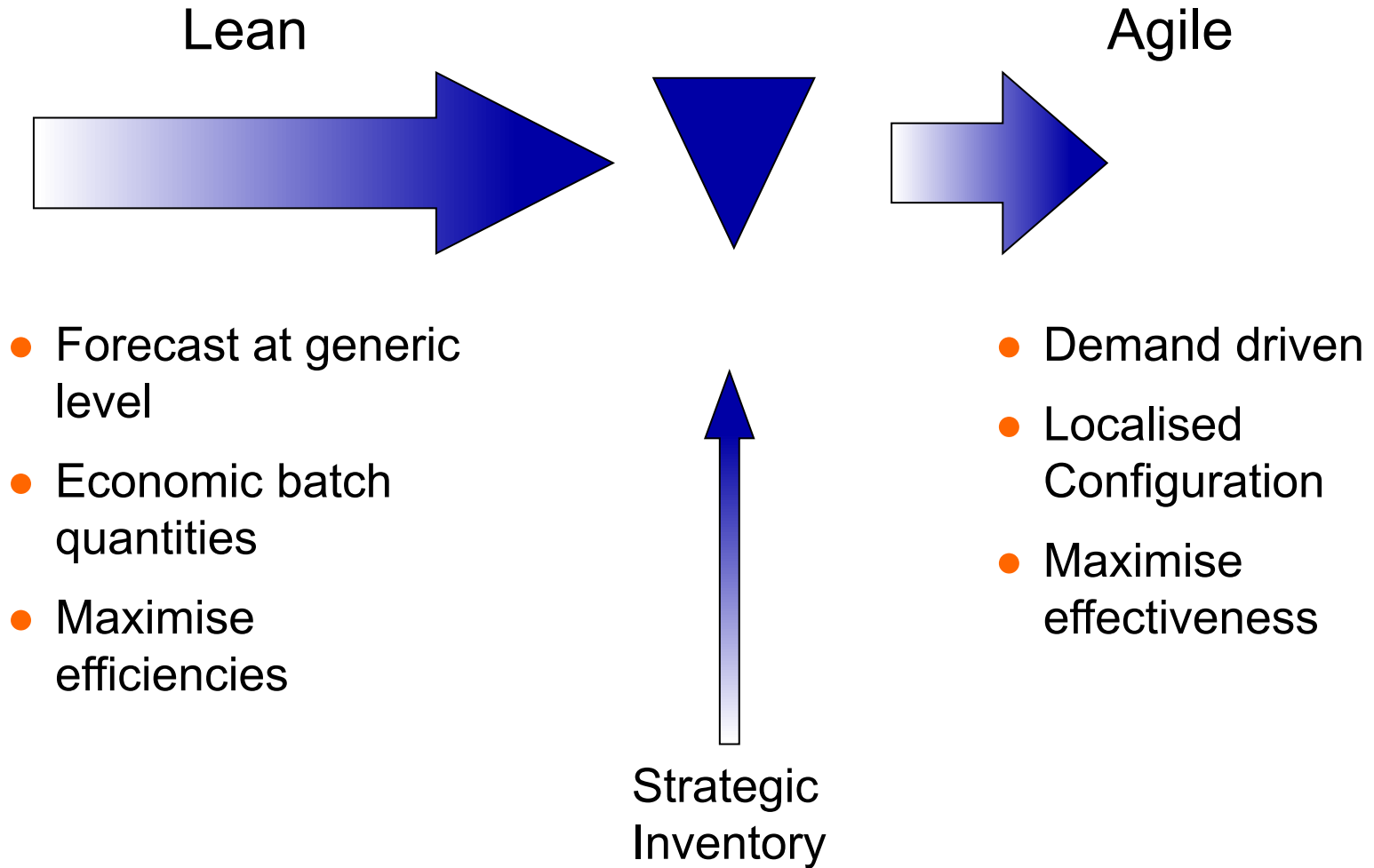
Source: Mason-Jones, Naylor and Towill (2000), Engineering the leagile supply chain

□ Application of leagility: the Pareto curve approach

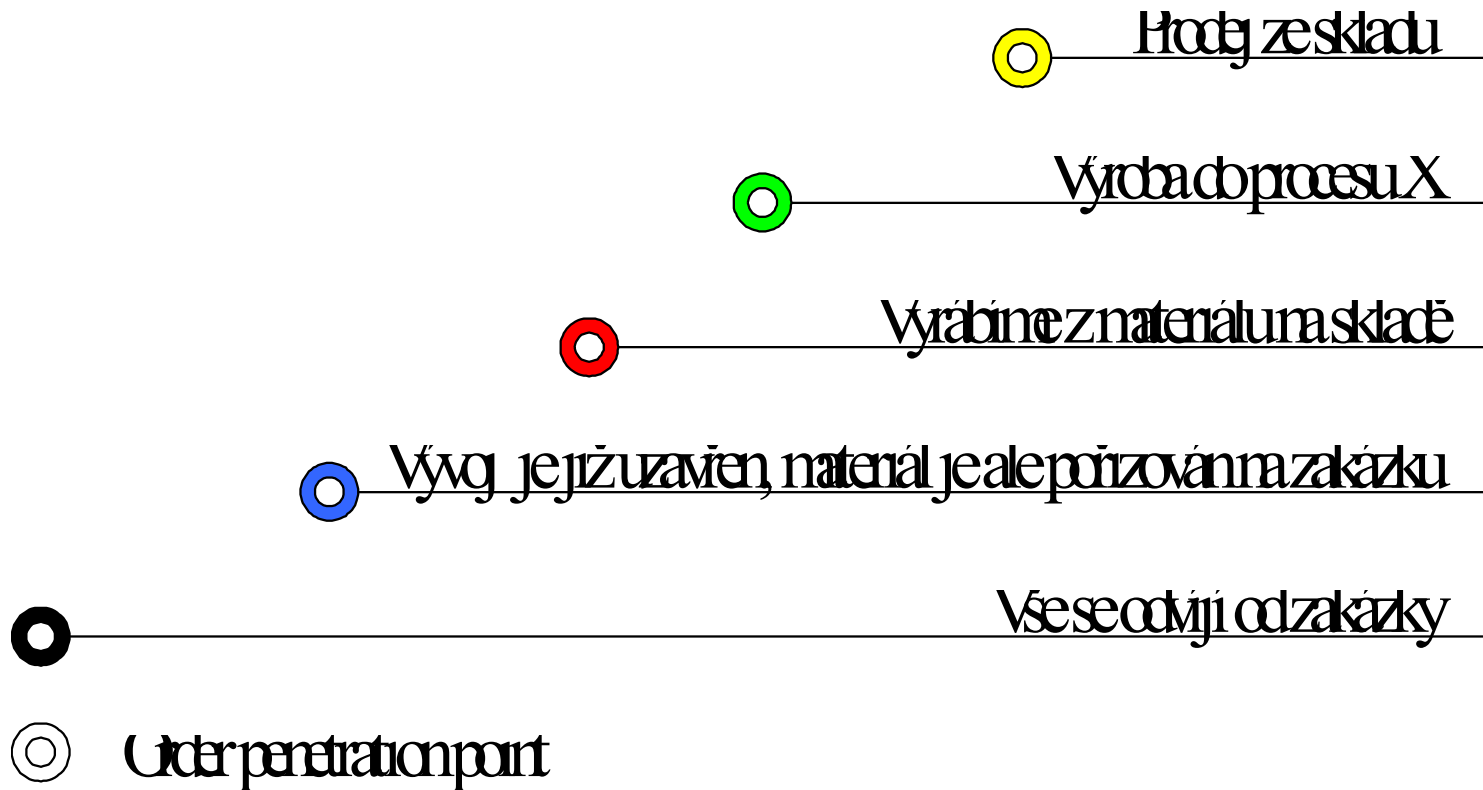


Source: Martin, Christopher and Denis Towill, An integrated model for the design of agile supply chains

Hybrid strategies: The decoupling point



Bod rozpojení 4



Rozhodnutí o: dodavatelích
 zásobách,
 organizaci výroby

Generic supply chain strategies

Supply characteristics	Long lead times	<i>Lean</i> Plan and optimise	<i>Hybrid</i> De-couple through postponement
	Short lead times	<i>Kanban</i> Continuous replenishment	<i>Agile</i> Quick Response
		Predictable	Unpredictable
Demand characteristics			

Phase II: Selecting a supply chain strategy - Agile or lean?

The critical questions:

- What is the organisation's position in terms of the decoupling point?
- Which supply chain strategy should be adopted by the organisation?

Phase III: Scoping the supply chain structure

Configuration of the supply chain's structure, processes and operations:

- *Supply chain partners* – Identifying and collaborating with only the critical primary supply chain members
- *Supply chain drivers* that determine the performance of the supply chain:
 - Facilities (role, location, capacity, flexibility; centralization)
 - Inventory (level of inventory)
 - Transportation (responsiveness : fast, flexible, expensive transport)
 - Information (value analysis)
 - Sourcing (make or buy)
 - Pricing (depends on service level)

Phase III: Scoping the supply chain structure

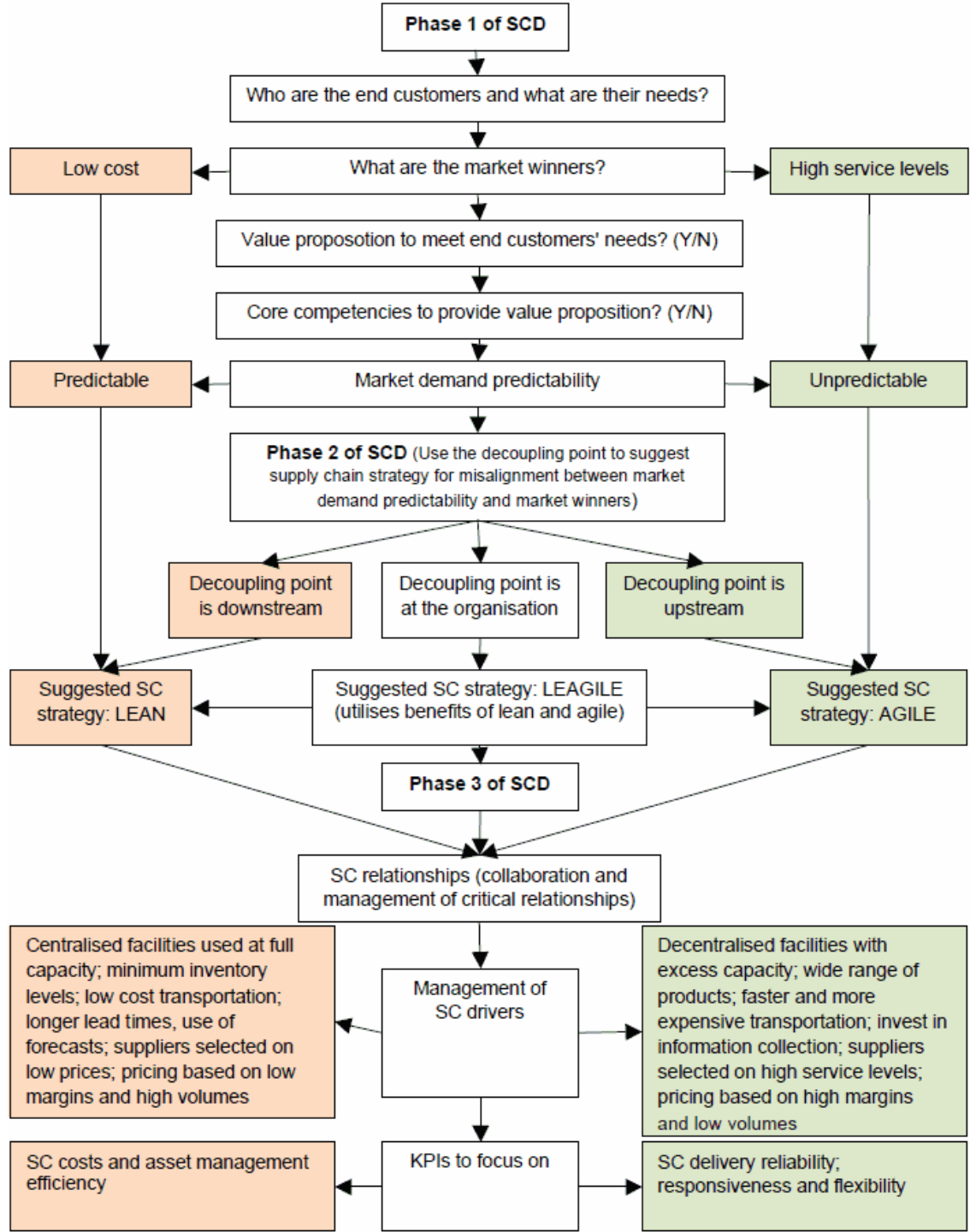
Supply chain key performance indicators

- Agile supply chains should adopt KPIs that focus primarily on service levels (and availability)
- lean supply chains should use KPIs that focus primarily on cost.

Phase III: Scoping the supply chain structure

Key questions:

- Who are the critical supply chain members that the organisation needs to collaborate with and are these relationships being managed?
- How should the supply chain drivers be managed to be in line with the organisation's supply chain strategy?
- Which supply chain KPIs should the organisation focus on?



SC STRATEGIE v e-commerce

- Pokud odhlédneme čistě od rozdělení dle pozice decoupling pointu, nelze jasně oddělit, zda se jedná o agilní či lean SC. Vykazují často znaky všech.
- Odlišení na základě produktu v SC, logistických činností a způsobu koordinace

Table 1. Agile and lean activities.

Dimension	Average values for lean activities	Average values for agile activities
Product	2.5	3.3
Logistics	2.2	2.5
Supply chain management	2.5	2.9

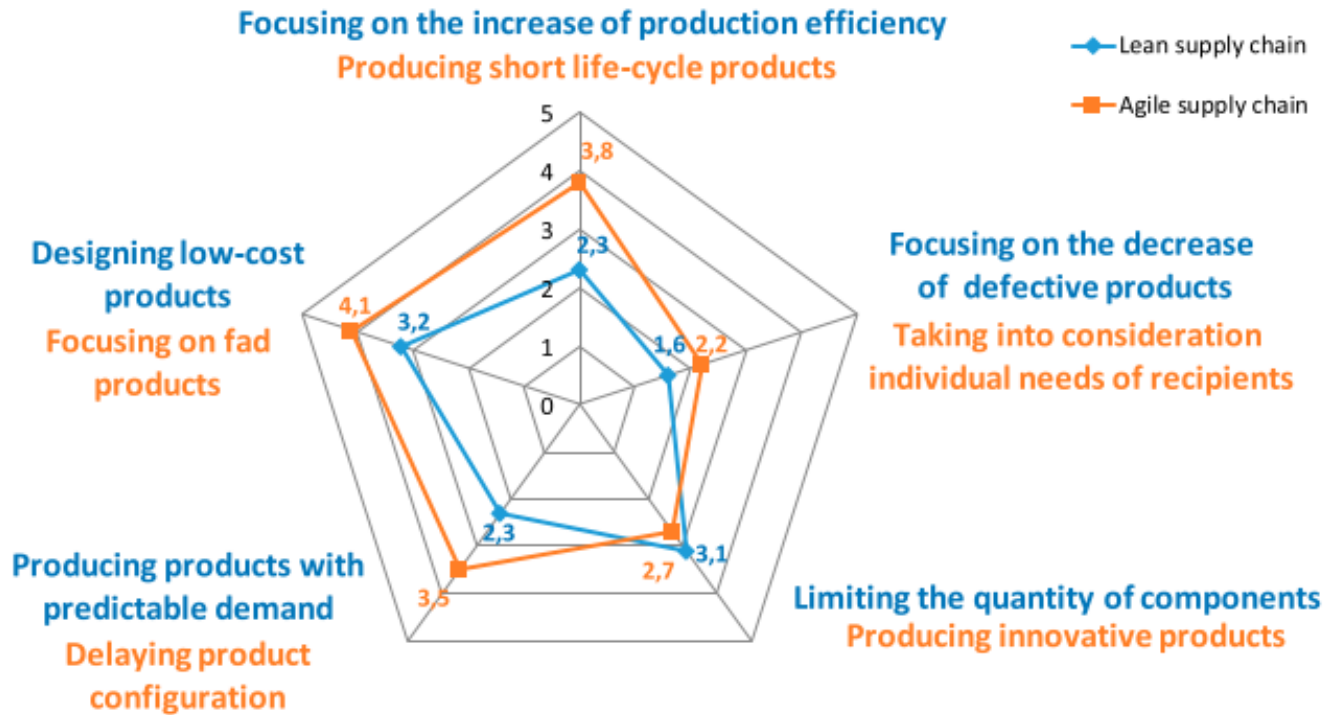


Figure 1. Lean and agile supply chain – nature of the product.

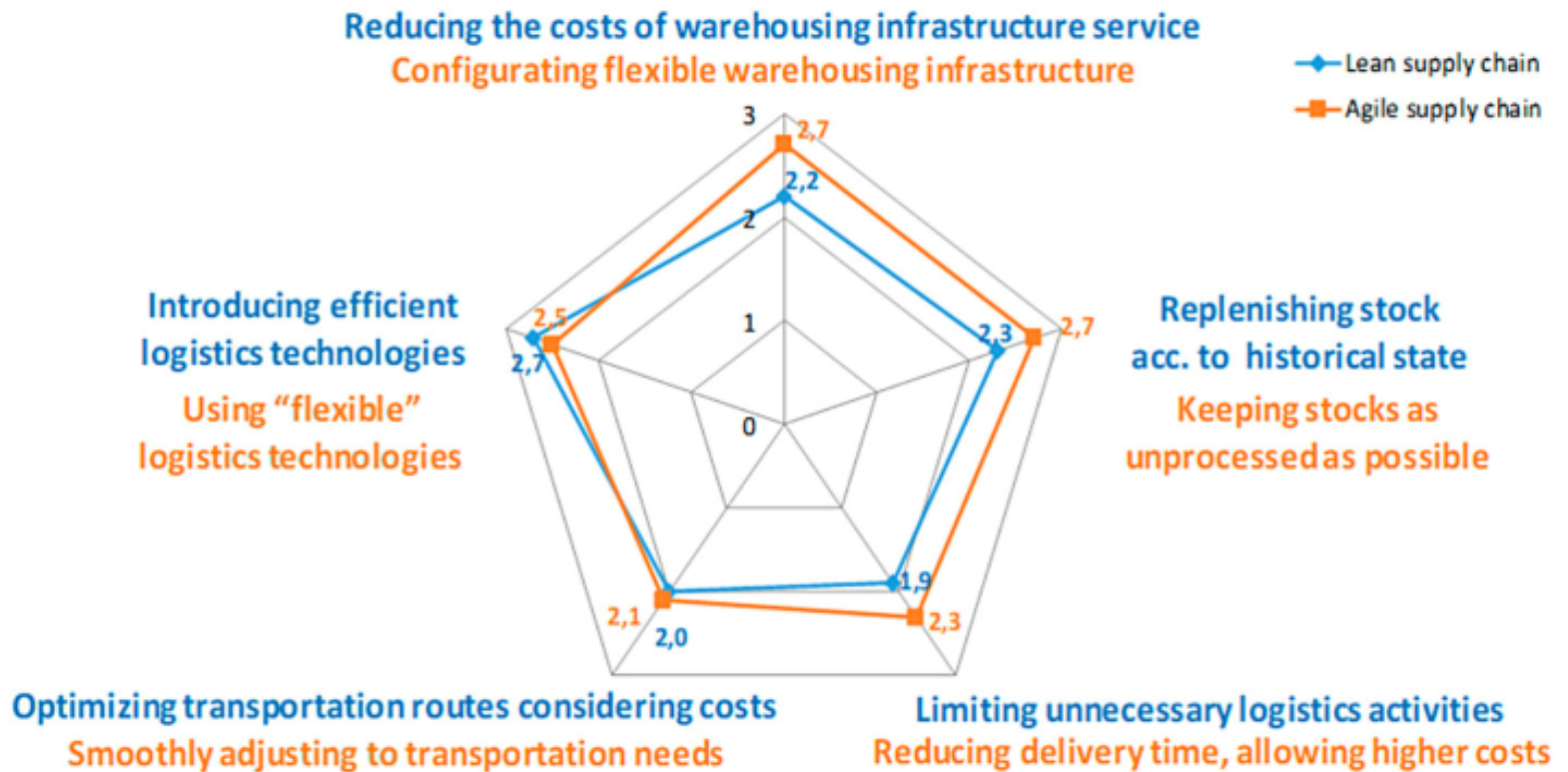


Figure 2. Lean and agile supply chain – logistics activities.

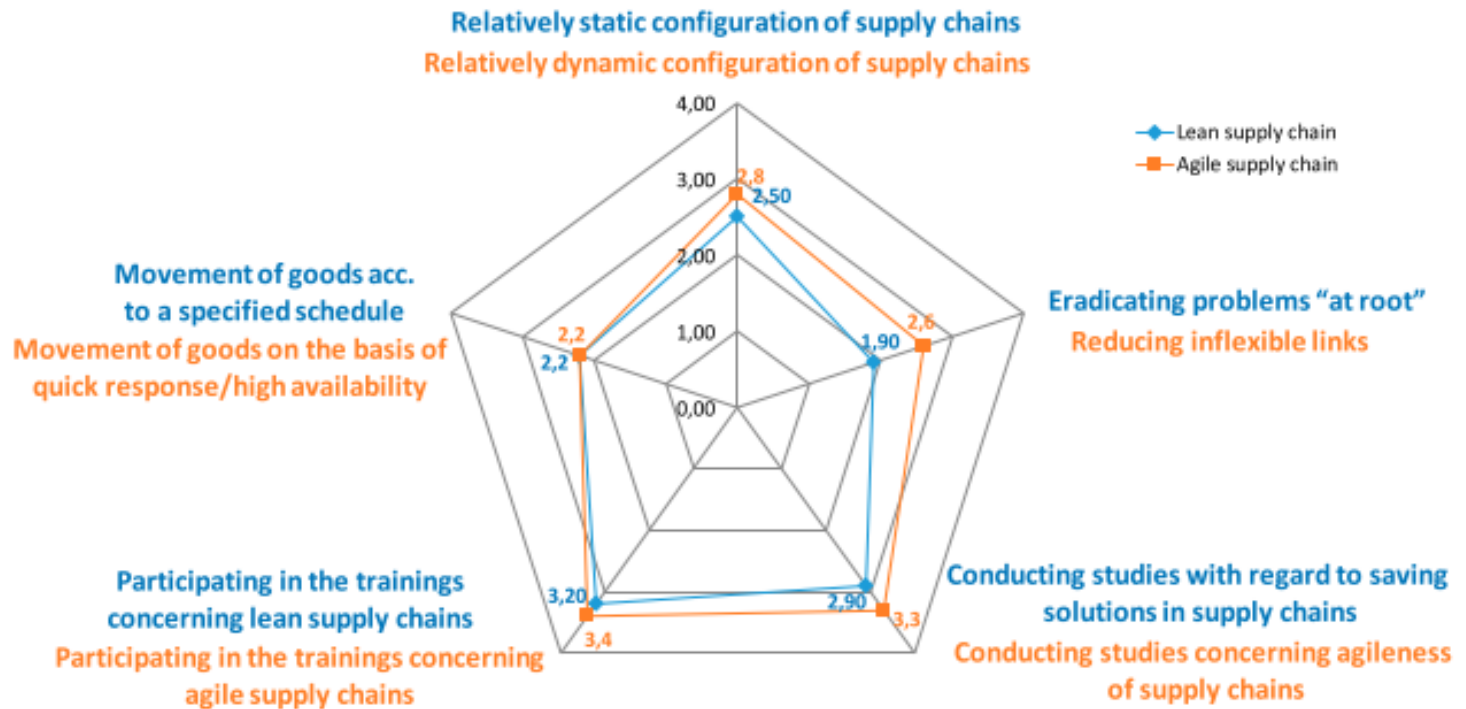
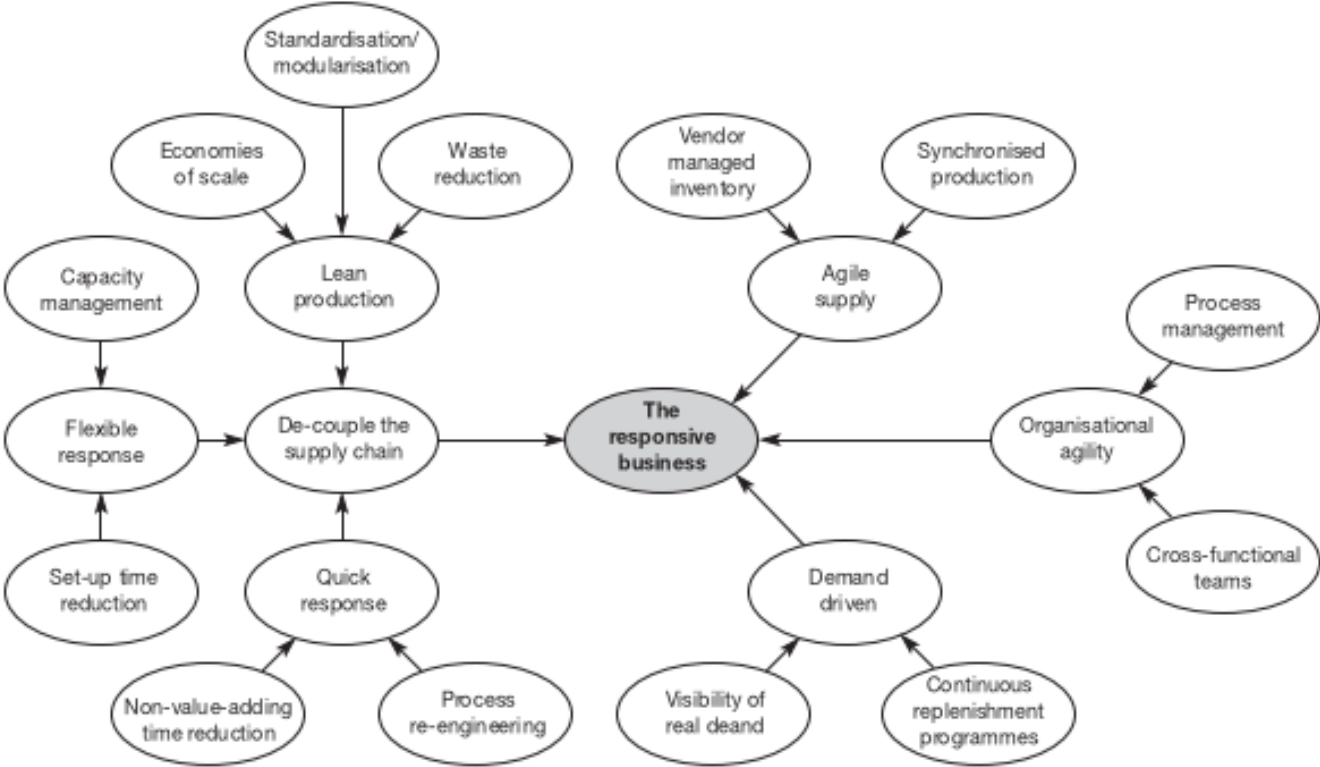


Figure 3. Lean and agile supply chain – supply chain management and its configuration.

Trendy ovlivňující e-commerce strategie

- Technologické – 3D tiskárny
- Sociální – věková struktura (podpora lean i agile), národnostní diverzita (znesnadňuje lean)
- Green supply chain – „zelenost“ třeba rozvíjet na individuální úrovni s ohledem na rychle se měnící procesy v e-commerce; rozvoj formalizovaných řešení (cleaner production, Emas, ISO 14001)

Figure 5.14 Routemap to the responsive business



Technologie podporující rozvoj agile strategií

- ECR - Efficient consumer response
- VMI – vedndor managed inventory
- CPFR

Collaborative planning, forecasting, replenishment

