

# Curs 6- Management Logistic

- Planificarea Lantului de Aprovizionare I: Strategii de logistica, Implementari Strategii,

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# Tipuri de strategii

- ✘ **Misiunea organizatiei** - obiectivele generale ale organizației (direcția de business)
- ✘ Strategie de corporație – modul în care o societate diversificată își va îndeplini misiunea; (ex <http://www.kpn.com/v2/static/annualreport/kpn/english/strategy-2011-2015.html>). Aceasta afectează organizația ca întreg.
- ✘ **Strategie de business** – modul în care fiecare afacere contribuie la strategia corporativă; (preț, marketing, eficiența de producție → scop: câștigarea avantajelor competitive pe piață)
- ✘ **Strategie funcțională** – direcția strategică pentru fiecare funcție din cadrul organizației, inclusiv funcția logistică (**cum** contribuie lanțul de aprovizionare la atingerea obiectivelor de business)
  - ✘ Exemplu: strategia de business- 1. reducerea costurilor unui produs- logistica: reducerea costurilor pe transport (ex. RyanAir) 2. livrare rapidă produs, logistica: reducerea timpului per lanț de aprovizionare (ex. UPS)

## Exemple:

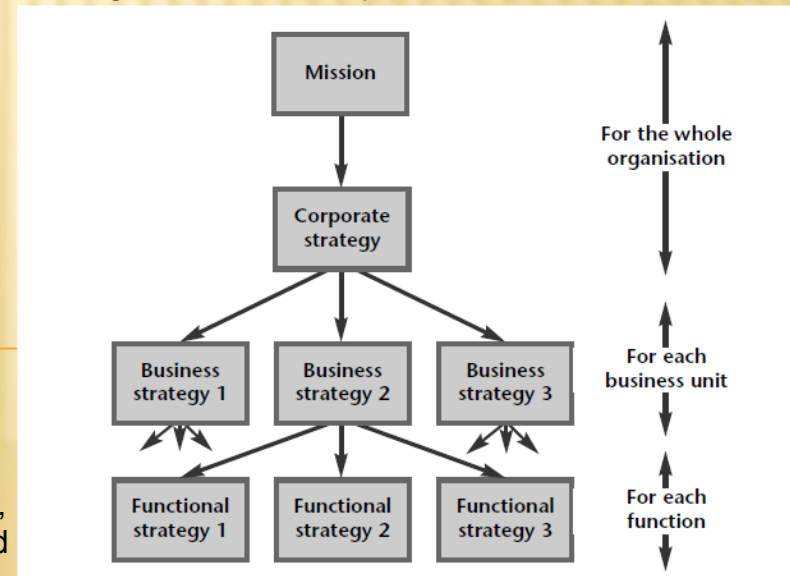
Misiune Mercia Software:

**Mercia's mission** is to provide customers with optimum value business solutions in demand and supply chain planning

<http://www.mercia-group.co.uk/software/cis.htm>

## Roadway express

We will contribute to customer success and satisfaction by providing reliable, responsive, and efficient service. Our principal product will be less-than-load transportation on 2-day and longer lanes within North America, and on international lanes to and from North America.



# Exemple misiuni

## ✖ Education

- ✖ "The advancement of all good literature, arts, and sciences; the advancement and education of youth in all manner of good literature, arts, and sciences; and all other necessary provisions that may conduce to the education of the ... youth of this country...." from [Harvard University](#)
- ✖ "The mission of The Mica and Ahmet Ertegun Graduate Scholarship Programme in the Humanities shall be to fund and otherwise encourage graduate study in the humanities by Ertegun Graduate Scholars, a group of highly qualified students from throughout the world who: (i) have a plan to enlarge their knowledge; (ii) have the desire to extend their vision; and (iii) seek the opportunity to exchange their ideas." From [Ertegunn Graduate Scholarship Program in the Humanities](#), Oxford University.
- ✖ "...Georgetown College is committed to the Jesuit traditions of an integrated education and of productive research in the liberal arts, including fine arts, humanities, languages, sciences, and social sciences. The College seeks to expand the imagination, foster the life of the spirit, cultivate lifelong learning, encourage service to God and humanity, and promote respect for diversity in an age of global community." From [Georgetown University](#).
- ✖ "Penn State is a multicampus public research university that educates students from Pennsylvania, the nation and the world, and improves the well being and health of individuals and communities through integrated programs of teaching, research, and service...As Pennsylvania's land-grant university, we provide unparalleled access and public service to support the citizens of the Commonwealth. We engage in collaborative activities with industrial, educational, and agricultural partners here and abroad to generate, disseminate, integrate, and apply knowledge that is valuable to society." From [Pennsylvania State University](#).
- ✖ "University of Phoenix provides access to higher education opportunities that enable students to develop knowledge and skills necessary to achieve their professional goals, improve the productivity of their organizations and provide leadership and service to their communities." From the [University of Phoenix](#).
- ✖ "Columbia University is one of the world's most important centers of research and at the same time a distinctive and distinguished learning environment for undergraduates and graduate students in many scholarly and professional fields. The University recognizes the importance of its location in New York City and seeks to link its research and teaching to the vast resources of a great metropolis. It seeks to attract a diverse and international faculty and student body, to support research and teaching on global issues, and to create academic relationships with many countries and regions. It expects all areas of the university to advance knowledge and learning at the highest level and to convey the products of its efforts to the world." From [Columbia University](#).

## ✖ Corporations

- ✖ "Apple designs Macs, the best personal computers in the world, along with OS X, iLife, iWork and professional software. Apple leads the digital music revolution with its iPods and iTunes online store. Apple has reinvented the mobile phone with its revolutionary iPhone and App Store, and is defining the future of mobile media and computing devices with iPad" from [Apple](#)
- ✖ "Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online." from [Amazon](#)
- ✖ "To bring inspiration and innovation to every athlete in the world." from [Nike](#)
- ✖ "Our mission at McMath Woods P.A. is to provide each of our clients with the most effective ethical representation possible, and to preserve and promote the civil justice system" from a law firm, [McMath Woods P.A.](#)
- ✖ "Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.  
To refresh the world...  
To inspire moments of optimism and happiness...  
To create value and make a difference." From the [Coca-Cola corporation](#)
- ✖ "Our mission: to inspire and nurture the human spirit one person, one cup and one neighborhood at a time." From [Starbucks](#)

## ✖ Personal

- ✖ "I plan to contribute to the graduate program by focusing my research on Oscar Wilde's literature and working closely with a professional in that field."
- ✖ "I plan to contribute to the volunteer organization by spending four hours each Saturday donating my time and by proposing new ideas to the organization's leaders."
- ✖ "I pledge to offer the highest quality of leadership, the greatest level of expertise, and tireless dedication to the cause if I am chosen for this position."
- ✖ "My goal is to lose 20 pounds over the next three months. I will take every effort necessary to ensure that I meet and, if possible, exceed my goal by making lifestyle changes like eating a healthy diet and exercising daily."
- ✖ "I will coach this team with integrity and honor. I will expect of my players no more and no less than I would expect from myself. I will dedicate myself to giving us the best possible chance of being winners whether we're on the field or off."
- ✖ "I will contribute positively to this community by cleaning up trash at the park, and by teaching others the importance of environmental care."
- ✖ Mission statements then can be for the largest of organizations and for the smallest. Groups such as non-profits and education providers can form mission statements to make their purposes clear. Individuals can write mission statements for college admissions essays or for job applications.
- ✖ [Link/Cite](#)

# Strategia de corporatie

Strategy 2011-2015 - KPN Group in 2011 - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Strategy 2011-2015 - KPN Group in 2011 - Mozilla Firefox

www.kpn.com/v2/static/annualreport/kpn/english/strategy-2011-2015.html

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## Strategy 2011-2015

In May 2011, one month after taking up his duties as CEO, Eelco Blok presented the KPN strategy for 2011-2015, based on three principles: strengthen, simplify and grow.

### New opportunities, new ambitions, major challenges

We use this corporate strategy to respond to the trends and new technologies in the telecom industry. Customers are communicating more and more via social media and increasingly advanced apps. Mobile internet is growing explosively, as is data usage, and the telecom and ICT landscape is continuously developing.

**WITH OUR STRATEGY WE ARE FIT TO RESPOND TO NEW TRENDS AND TECHNOLOGIES**

Paralleling this, we observe trends in society that significantly impact our industry. ICT is the vital artery of our economy with more and more information, often confidential, being processed across the internet. This places still higher requirements on continuity, security safeguards and network privacy and the internet, whether mobile or fixed. There is an aging population, placing greater strains on healthcare. ICT can play an ever increasing part in creating greater efficiency in the industry. People want to work efficiently, free of the boundaries of time and space.

Against this background, we have developed our strategy for 2011-2015, which is directed at improving our quality, service and technology. We will continue to expand our market positions in the Netherlands and strengthen our market positions and EBITDA margin and continued investment in research and development.

We think and operate through the perspective of the customer. We offer an excellent service, delivering high-quality service from the heart of this and we shall continue investing in this.

KPN will modify its organizational structure to respond to these changes. Greater responsibility and an enhanced responsible approach to costs is a key part of this. Our employees play a crucial role in our aim of becoming a personal, simple and trustworthy company. Our aim is for our conviction that teamwork forms the basis of this.

We focus on our core qualities and outsource non-core operations abroad. This will result in the reduction of between 4,000-5,000 FTEs by 2015. Some of these will be recreated by our partners. Employees whose tasks are relocated abroad, for example to India, will be given assistance and counseling in their search for new employment.

Our role in society plays an important part in achieving our objectives. In line with the new strategy, we decided in 2011 to expand our social focus. Alongside our efforts in the New Way of Working, Responsible Energy Use and People Connected we see our social contribution as coming mainly from our network. With the quality of our network and with a focus on optimal security and privacy, we want to promote innovation and efficiency in healthcare.

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**KPN speeds up implementation of its strategic plans**

When KPN's annual results were presented on January 24 of this year, CEO Eelco Blok focused on the changing external environment. Counterbalancing the successes of interactive TV and fiber services and the strong growth in the German and Belgian markets, performance in the Netherlands did not meet our expectations. Declining market share in the mobile telephony and broadband markets in the Netherlands, and tough conditions in the business market have impacted our financial results.

To tackle these developments, KPN is accelerating its investment strategy in 2012 to strengthen the market positions in the Netherlands. Additional investments will be made in the mobile and fixed networks (copper and fiber). This decision benefits not only the service we provide to the customer, but also enables us to compete with the cable companies and other mobile providers. Major cost reductions are also an absolute necessity if we are to make the organization more efficient. This means that the number of jobs still have to be cut by 4,000-5,000 by the year 2015, but we have accelerated the reduction program. Furthermore, there will be no repurchase program in 2012. Through these measures, we are adopting our plans so that KPN will come out of the 2012 transition year a stronger company.

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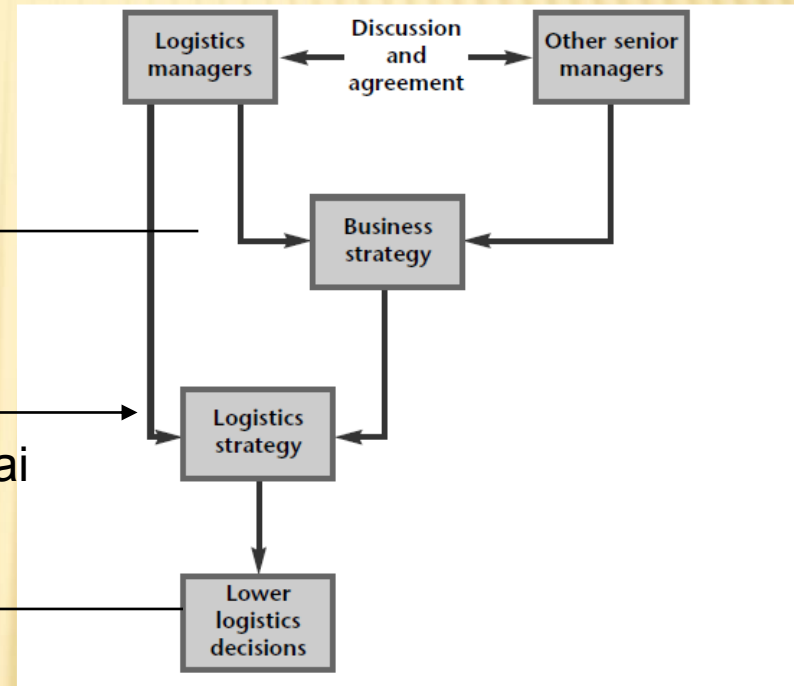
Start ASRockOC cursuri ML Microsoft PowerPoint... Examples Strategy 2011-20...

# Nivele decizionale

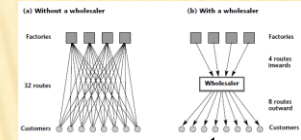
1. Decizii strategice - implica multe resurse, pe termen lung -> riscul cel mai ridicat (flux materiale in raport cu obiectivele generale)

2. Decizii **tactice** – implementarea strategiilor pe termen mediu, resurse mai putine si risc mai Mic -> strategii de livrare (arii de livrare)

3. Decizii **operationale** – cele mai detaliate, in privinta activitatilor -> termen scurt, risc mic



# I. Strategia Logistica



- ✗ **Toate deciziile strategice, legate de cultura companiei, si planificarea operatiilor, referitoare la lantul de aprovizionare**

Acestea sunt orientate spre urmatoarele directii:

1. Costuri (profit mare la pret mic pentru clienti) – ex. Ryanair  
Costuri totale= transport+depozitare+depozitare stocuri+ambalare+costuri flux informational+ alte costuri suplimentare
2. Servicii clienti (timp livrare, stocuri, comunicare cu clientii-> avantaj termen lung)
  1. Sincronizarea timpului ( timp de livrare mic) – una din solutii ar fi concentrarea spre un punct de distributie
  2. Calitate
  3. Flexibilitate produs (custom description) -> Strategii de amanare a realizarii produsului finit (produs de baza care poate fi imbunatatit cu cerintele clientului – ex. Hewlett-Packard, Philips - echipamentele electronice – stocurile contin echipamentul de baza care conform cererii este adaptat parametrilor functionali ceruti de client, Benetton – culori adaptate gusturilor clientului)
  4. Flexibilitate volum livrari – raspuns rapid la volum variabil de cereri
  5. Tehnologie folosita (comenzi, urmarire comenzi, sortare electronica, identificare electronica, umarire miscare stocuri: reducere timpi andocare (ridicare pe suporti si incarcare marfa) – transport direct, automatizat la punctul de distributie managementul de materiale (inward flow) si distributie fizica efectiva (outward flow) etc.)
  6. Locatii convenabile (puncte de livrare cat mai apropiate de client) pentru livrari directe
  7. Aliante strategice (third tier logistics) – initial dictate de Globalizare (o singura piata – worldwide market) -> companii specializate pentru logistica (ex. Romtelecom – Gebruder Weiss) -> management cooperare/conflict interese
  8. Timp returnare investitie (return on assets- **ROA**) = profit obtinut/ investitia initiala
    1. Investitii curente minime- stocuri mici, reducerea cheltuielilor pentru imprumuturi in unele situatii
    2. Investitii/Costuri fixe = proprietati, echipamente, depozite de materiale si echipamente
    3. Vanzari – cota mare de piata prin producerea unor produse atractive si rapid de livrat
    4. Margine de profit – ca procent din profit [castig net/venit \*100= (venit-costuri)/venit \*100] - Exemplu

## Referinte bibliografice

- ✗ <http://about.datamonitor.com/media/archives/4087>
- ✗ **European Contract Logistic-** huge business- Germany is the biggest European market for logistics services (28%), France (20%) and the UK (17%). Because each of the economies has developed differently, and because of the different logistics requirements, the use of third parties varies quite widely. In the UK almost 40% of logistics is contracted. These are continuing to grow at about 8% a year. The two main issues facing contract logistics are **consolidation of logistics into fewer, large companies, and geographical expansion of these companies**
- ✗ Firma telefonie din Olanda <http://www.kpn.com/v2/static/annualreport/kpn/english/pdf/kpn-ar11-eng.pdf>
- ✗ [http://www.dbschenker.com/ho-en/about\\_dbschenker\\_new/db\\_schenker\\_logistics/](http://www.dbschenker.com/ho-en/about_dbschenker_new/db_schenker_logistics/)

J. Mitchell currently has sales of £10 million a year, with a stock level of 25% of sales. Annual holding cost for the stock is 20% of value. Operating costs (excluding the cost of stocks) are £7.5 million a year and other assets are valued at £20 million. What is the current return on assets? How does this change if stock levels are reduced to 20% of sales?

## Solution

*Taking costs over a year, the current position is:*

Cost of stock	= amount of stock × holding cost	
	= 10 million × 0.25 × 0.2	= £0.5 million a year
Total costs	= operating cost + cost of stock	
	= 7.5 million + 0.5 million	= £8 million a year
Profit	= sales – total costs	
	= 10 million – 8 million	= £2 million a year
Total assets	= other assets + stock	
	= 20 million + (10 million × 0.25)	= £22.5 million
Return on assets	= profit / total assets	
	= 2 million / 22.5 million	= 0.089 or 8.9%

*The new position with stock reduced to 20% of sales has:*

Cost of stocks	= 10 million × 0.2 × 0.2	= £0.4 million year
Total costs	= 7.5 million + 0.4 million	= £7.9 million a year
Profit	= 10 million – 7.9 million	= £2.1 million a year
Total assets	= £20 million + (£10 million × 0.20)	= £22 million
Return on assets	= 2.1 million / 22 million	= 0.095 or 9.5%

Reducing stocks gives lower operating costs, higher profit and a significant increase in ROA.

# Optiuni strategice

- ✘ **cost leadership** – oferirea unor produse comparabile cu ale altor companii, la pret mai mic (ex EasyJet) -> **LEAN LOGISTICS** (cost mic)
- ✘ **product differentiation** – crearea unor produse pe care clientul nu le poate achizitiona din alta parte (ex creare de marci proprii sau servicii de lux proprii - Execujet) – **AGILE LOGISTICS** (satisfactia client)



# Lean

- × realizare operațiuni utilizând mai puțin din fiecare resursă - oamenii, spațiu, stoc, echipamente, timp, etc.
- × Se organizează flux eficient de materiale pentru eliminarea deșeurilor, realizarea în cel mai scurt timp a operațiilor logistice cu stocurile minime și la un cost total minim. (Toyota)

## Principii

- × ● *valoare* – proiectarea unui produs care are valoare din perspectiva clientului
- × ● *valoarea fluxului operational (value stream)* – proiectarea optimizată a proceselor pentru realizarea produsului
- × ● *valoare flux materiale (value flow)* – managementul fluxului de materiale în lanțul de aprovizionare
- × ● *Incarcare (pull)* – se vor realiza produse doar când există o cerere de piață/ de la client
- × ● *perfectionare continua (aim of perfection)* – perfecționare continuă pentru realizarea operațiilor în mod perfect (looking for continuous improvements to get closer to the aim of perfect operations.)

## Eliminare pierderi

- × ● legate de calitate – prea slabă pentru a satisface cerințele clienților
- × ● capacitate de producție neadecvată – nivel de producție care nu este necesar în condițiile unei cerințe curente scăzute de piață.
- × ● proces operational slab – operații care nu sunt necesare, prea complicate sau consumatoare de timp (când nu există tehnologie adecvată, amplasare neadecvată a depozitelor etc.)
- × ● așteptări prea multe (*Waiting*) – for operations to start or finish, for materials to arrive, for equipment to be repaired, and so on.
- × ● manevre operationale (*Movement*) – with products making unnecessary, long, or inconvenient movements during operations.
- × ● stocuri – nivel stocuri mare, care presupun costuri crescute

Concluzie: Sistemul funcționează în condițiile unei producții de masă a unor produse de valoare mare (ex. Masini)  
NU funcționează în condiții de incertitudine sau unde există variabile prea multe!

# Agile

- ✘ Serviciu Clienti de inalta calitate adaptat cererii, pentru a raspunde rapid la cererile dinamice ale clientilor (circumstante diferite, particulare)
  - ✘ ● orientare pentru a satisface cerintele clientilor
  - ✘ ● permite clientilor accesul usor si rapid al oragizatiei
  - ✘ ● a gasi exact ceea ce au ei nevoie
  - ✘ ● proiectarea logisticii in conformitate cu aceste cerinte
  - ✘ ● flexibilitate si raspuns rapid la modificarile cerintelor clientilor
  - ✘ ● obtinerea reputatiei in ce priveste calitatea si valoarea serviciilor
  - ✘ ● se asigura deca clientul este satisfacut dupa vanzarea si utilizarea produsului
  - ✘ ● studiu permanent al pietii pentru a intra in contact cu noi clienti, potentiali clienti, studiu concurentei etc.
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Observatii: orientat pe client (fara care nu exista venit, profit sau afacere)

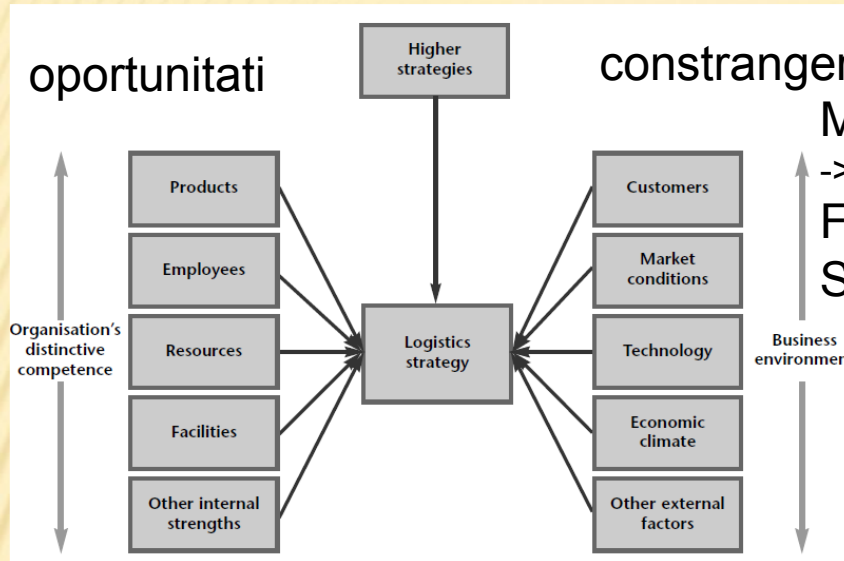
# Comparatie Lean-Agile

Factor	Lean logistics	Agile logistics
Objective	Efficient operations	Flexibility to meet demands
Method	Remove all waste	Customer satisfaction
Constraint	Customer service	Cost
Rate of change	Long-term stability	Fast reaction to changing circumstances
Measures of performance	Productivity, utilisation	Lead time, service level
Work	Uniform, standardised	Variable, more local control
Control	Formal planning cycles	Less structured by empowered staff

# Alte strategii

- × **De timp**
- × 1. *simplification* – realizarea simpla a operatiilor
- × 2. *integration* – imbunatatirea fluxului de informatii si a materialelor
- × 3. *standardisation*
- × 4. *concurrent operations* – moving away from serial operations and towards parallel working
- × 5. *variance control* – verificarea calitatii si evitarea pierderilor
- × 6. *automation* – imbunatatirea eficientei si eficacitatii procesului de productie
- × 7. *resource planning* – pentru evitarea blocajelor si asigurarea unui flux continuu, lin (fara variatii), al materialelor
- × **De protectie a mediului** – Presiunea factorilor de mediu se refera la pierderi prin deseuri si ambalaje (25%), zgomot si poluare (23%), transport greu HGV - Heavy Goods Vehicle (15%), carburantul folosit (12%) si congestia rutelor de transport (11%).
- × **De crestere a productivitatii (la o incarcare de ex de 40% a capacitatii** (an office or warehouse might rent out space, while a vehicle fleet might carry materials for other organisations.)
- × **De valoare adaugata (pe langa livrare masina de spalare,** (doing more work such as installing the machines, testing them, giving instructions on their use, removing old machines, offering service contracts, and so on)
- × **De diversificare (gama larga de produse/servicii) si specializare (gama ingusta la cea mai buna calitate)**
- × **De crestere** - extinderea ariei geografice acoperite, diversificarea în activități logistice, transportul a diferite tipuri de materiale, creșterea cotei de piață.

# Cum se analizeaza o strategie



Misiunea logistica: - in functie de obiective si context

->directie si prioritati

Flexibilitate sau cost?

Servicii specializate sau diversificate?

- ✗ ● *customers* – their demands, loyalty, relationships
- ✗ ● *employees* – skills, expertise, loyalty
- ✗ ● *finances* – capital, datorii flux numerar
- ✗ ● *organisation* – structure, relationships, flexibility
- ✗ ● *products* – quality, reputation, innovations
- ✗ ● *facilities* – capacitate, varsta, grad incredere
- ✗ ● *technology* – currently used, plans, special types
- ✗ ● *processes* – structures, technology used, flexibility
- ✗ *marketing* – experience, reputation
- ✗ ● *suppliers* – service, flexibility, partnerships
- ✗ ● *other assets* – knowledge, innovation, patents.

## Mediul de afaceri (business environment)

- ✗ ● *customers* – their expectations, attitudes, demographics
- ✗ ● *market conditions* – size, location, stability
- ✗ ● *technology* – current availability, likely developments, rate of innovation
- ✗ ● *economic climate* – produs intern brut, rata de creștere, inflația
- ✗ ● *legal restraints* – restricțiile comerciale, răspunderile și legile ocupării forței de muncă
- ✗ ● *competitors* – number, ease of entry to the market, strengths
- ✗ ● *actionari (shareholders)* – their target return on investments, objectives, profit needed
- ✗ ● *interest groups* – their objectives, strengths, amount of support
- ✗ ● *social conditions* – customers' lifestyles, changing demands, significant trends
- ✗ ● *political conditions* – stability, amount of governmental control, external relations.

# Pasi de implementare

- ✘ 1. Do a logistics audit (SWOT: strength/weakness/Opportunities/Threats). The external audit gives an analysis of the business environment in which logistics work. It shows the factors that lead to success in this environment, and the importance of each one.
  - ✘ 2. The internal audit analyses higher strategies from a logistics viewpoint, giving the context  
and overall aims for logistics, its strategic focus and perhaps includes a logistics mission.
  - ✘ 3. Design the general features of supply chains that can best deliver the desired services. This  
includes the design of the network, location of facilities, capacity, technology used, and so on.
  - ✘ 4. Set specific goals to show what each logistics activity must achieve. The internal audit shows how well the current logistics achieve these goals, and identifies areas that need improving.
  - ✘ 5. Design the best organizational structure, controls and systems to support the logistics network.
  - ✘ 6. Benchmark logistics, looking at the performance of leading organizations, defining measures to compare actual performance with planned, optimal and competitors' performances.

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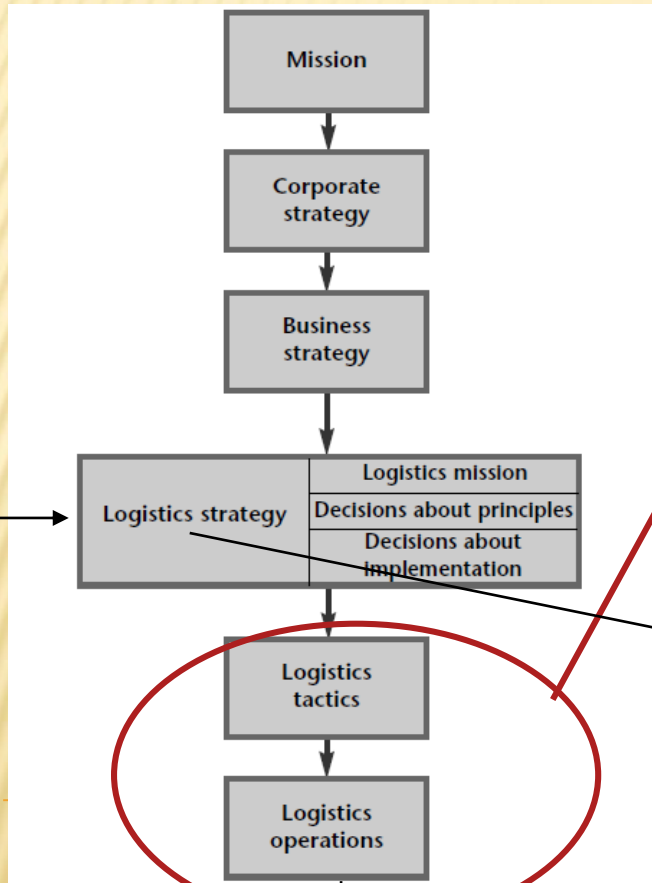
  - ✘ 7. Implement the strategy, setting the conditions for lower levels of logistics decisions.
  - ✘ 8. Monitor actual performance, continually look for improvements, keep the strategies up to date, and give feedback.
- ✘ R.E. Murray, Strategic distribution planning, Proceeding of the Eighteen Annual Conference of the National Council of Logistic Management (1980)

# Plan logistic

Dictat de obiective, cerere de piata, analiza logisticii actuale (puncte slabe), realizare de benchmark-uri, ajustare si supervizare implementare, feedback

- ✘ ● rezumat – care se refera la strategia de logistica si cum interactioneaza aceasta cu alte sectoare ale organizatiei
- ✘ ● rolul logisticii in organizatie – ce performante sunt necesare si cum sunt ele masurate
- ✘ ● descrierea logisticii pentru atingerea obiectivelor – ce masuri pentru schimbare sunt necesare si cum vor fi ele implementate
- ✘ ● descrierea functiilor logistice (aprovizionare, transport, inventariere, manipularea materialelor si depozitare etc.) care vor contribui la noul plan logistic, la schimbarile propuse si modul in care sunt integrate operatiile corelate cu acezste functii logistice
- ✘ ● propunerea resurselor de implementare a strategiei
- ✘ ● propunerea de costuri si nivele de performanta
- ✘ ● descrierea modului in care noua strategie afecteaza restul modelului de afaceri, in termeni de performanta (ex. Cost, timp, profit) si nivel de satisfacere a cererii clientilor (ex. Feedback asteptat)

# II. Implementarea strategiei



## Intrebari – decizii tactice si operationale:

- ✘ How does the strategy affect the logistics network?
- ✘ ● Should we change our warehouse and transport operations?
- ✘ ● Will our approach to planning and scheduling change?
- ✘ ● Do we have, or can we get, the necessary resources?
- ✘ ● Do we have, or can we train, people with the necessary skills?
- ✘ ● How will the strategy affect present and potential customers?
- ✘ ● What are the impacts on staff, facilities, organization, technology, and so on?

Ex. Vanzare web –

impact pe termen mediu prin

Tactica logistica - depozitare, nivel stocuri, transport, materiale, recrutare si training angajati, serviciu clienti

Termen scurt -

Operatii logistice– despre programare resurse, control Inventarierii, expeditie, rute transport etc.



# Dificultati

- ✗ ● people who design the strategies are not responsible for their implementation
- ✗ ● strategies are badly designed, perhaps with the wrong aims or focus
- ✗ ● it is impossible, or very difficult, to implement them properly
- ✗ ● they do not take enough account of actual operations, perhaps because there were not broad enough discussions
- ✗ ● they are over-ambitious, or somehow not realistic
- ✗ ● they ignore key factors, or emphasize the wrong features
- ✗ ● people only pay lip-service to supporting the strategies
- ✗ ● enthusiasm for the strategies declines over time.

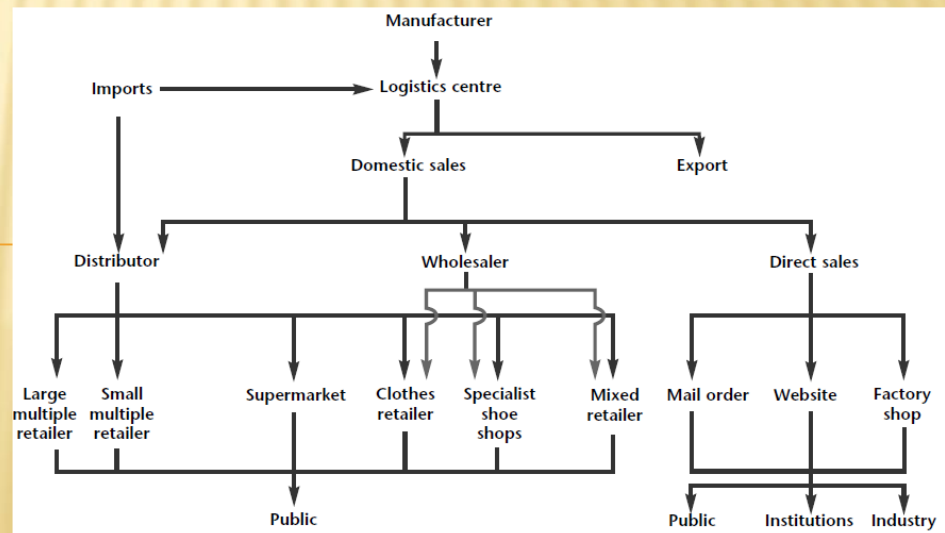
# Factori care favorizeaza implementarea strategiei

- ✘ ● an organizational structure that is flexible and allows innovation
- ✘ ● formal procedures for translating the strategy into reasonable decisions at lower levels
- ✘ ● effective systems to distribute information and support management decisions
- ✘ ● open communications which encourage the free exchange of ideas
- ✘ ● acceptance that strategies are not fixed, but continue to evolve over time
- ✘ ● control systems to monitor progress
- ✘ ● convincing everyone that the strategy is beneficial, so they conscientiously play their part in implementation
- ✘ ● developing an organizational culture that supports the strategy.

# Structura lantului de aprovizionare

- ✘ *Supply chain length*
- ✘ *Supply chain breadth – numar de rute paralele ce pot fi urmate ptr achizitie/pana la destinatie*
- ✘ *Strategii de Localizare (locatii) – retea si planificare rute*
- ✘ *Proprietati si inchirieri (ownership and outsourcing)*
- ✘ *Eficienta operatiunilor*
- ✘ *Capacitate*
- ✘ *Managementul (Rata) schimbarilor*
- ✘ *Re-engineering*

Exemplu: distributie pantofi



Non-used products packaging and waste

