

Session

L1

2003 한국물류혁신컨퍼런스

GET THE SPIRIT OF LOGISTICS INNOVATION

**기업이익극대화를 위한
SCM시스템 구축방안**

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기업이익극대화를 위한 SCM시스템 구축방안

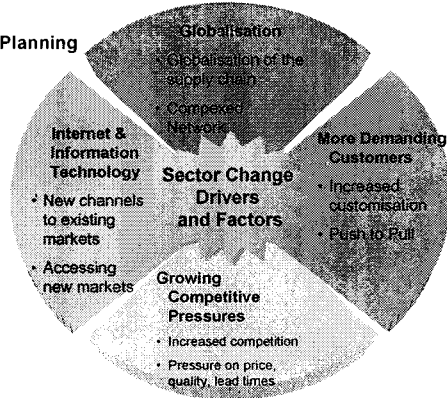
July, 2003

목 차

- ① SCM Trends
- ② IT 관점의 SCM
- ③ SCM 시스템 구축 방안
- ④ SCM Solutions

시장변화

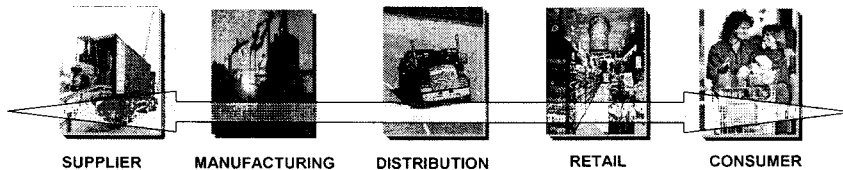
- Product proliferation More customized products
- Customer responsiveness Increasing the speed of delivery
- From “build to stock” to “build to order”
- Solution requirements:
 - Integration of Supply Chain Planning with MES
 - Available to Promise & Capable to Promise
 - Dynamic planning & scheduling - Adaptive Planning



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Globalisation

- ◆ Complex regulatory rules
- ◆ Reduction of trade barrier
- ◆ Expand market
- ◆ Global sourcing
- ◆ Emergency e-business
- ◆ Fast flow of material/information



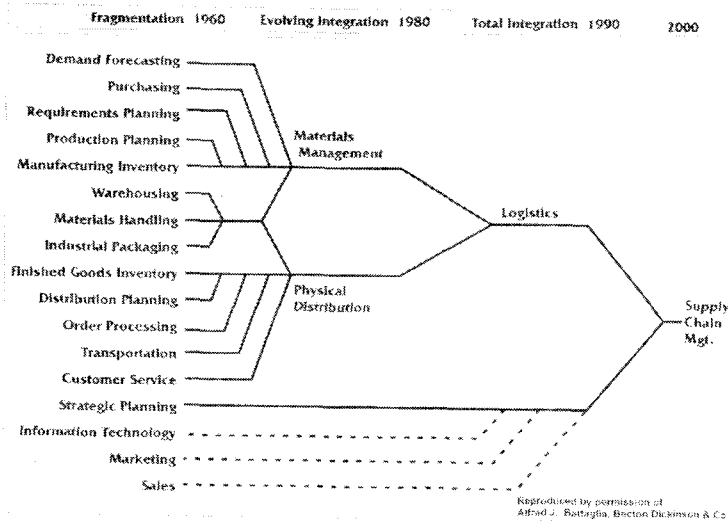
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SCM 상의 물류 이슈

- ❑ **On-time performance**
 - on-time pickup and delivery,
 - consistent and dependable schedules
 - consistent and dependable transit times, and
 - equipment availability;
- ❑ **Value**
 - competitive rates,
 - simplified pricing;
- ❑ **Volume**
 - Increasing volume of material
 - Small quantity
- ❑ **Inventory management:**
 - Maintaining appropriate inventory at all points in the distribution channel,
- ❑ **Logistics information systems:**
 - Knowledge in all aspects of information-management systems.

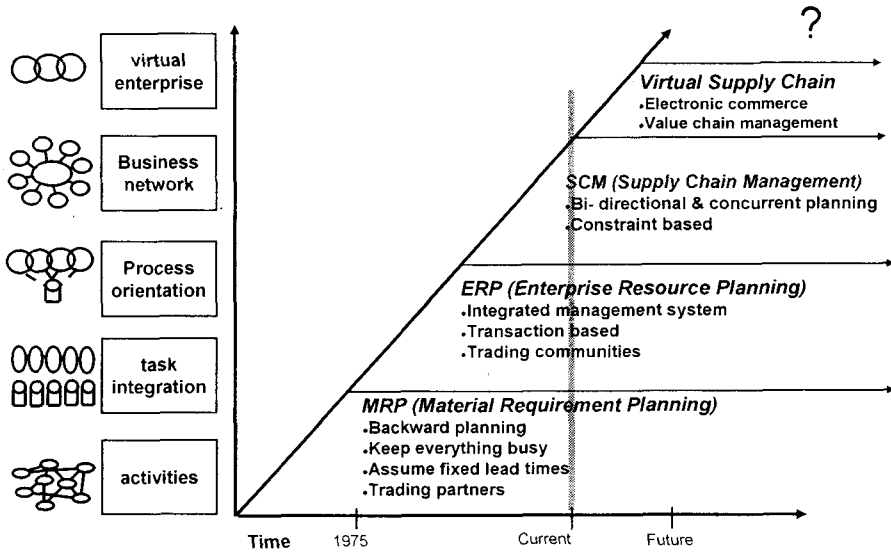
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Logistics to SCM



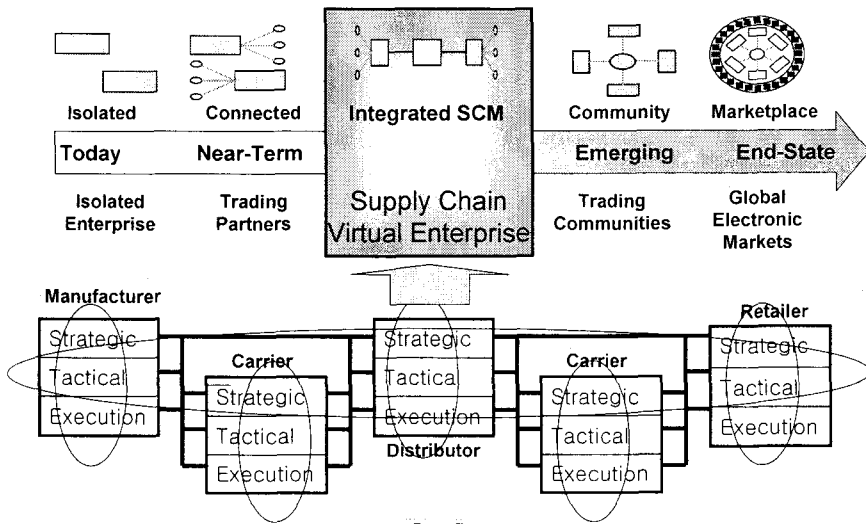
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기업의 발전단계



Virtual Supply Chain

"Virtual Enterprise"의 개념은 Supply Chain 진화 속에서 기업간의 Collaboration을 발전시키는 기업



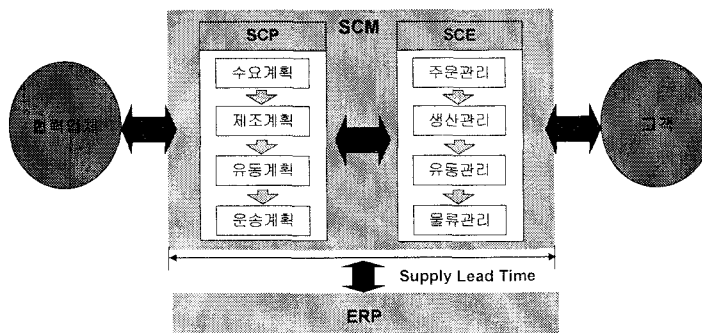
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- 1 SCM Trends
- 2 IT 관점의 SCM
- 3 SCM 시스템 구축 방안
- 4 SCM Solutions

Supply Chain Management

SCM 솔루션은 Supply Chain Planning (SCP)과 Supply Chain Execution (SCE) 구성 됨.

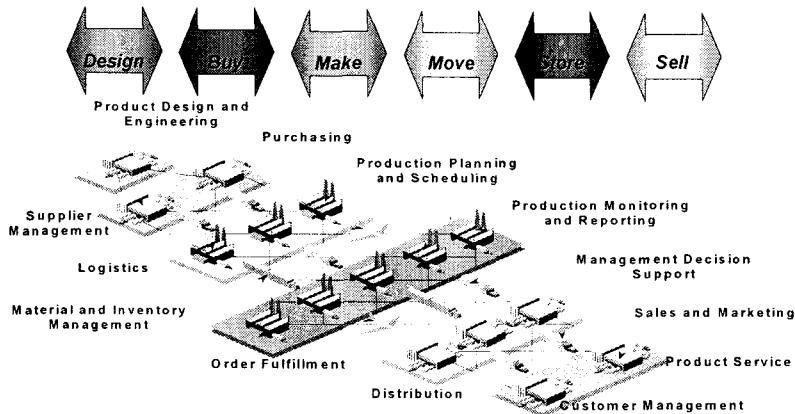
$$\text{SCM} = \text{SCP} + \text{SCE}$$



Supply Chain Execution

Supply Chain Execution is doing what you promised.

Supply Chain Execution encompasses the execution of the intra- and inter - enterprise business processes that support procurement, production, order fulfillment, transportation, distribution and delivery.



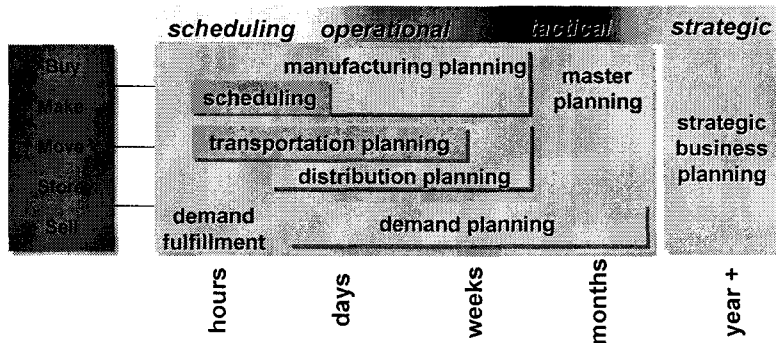
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Supply Chain Planning

Supply Chain Planning is making optimal supply plans for promise to customers.

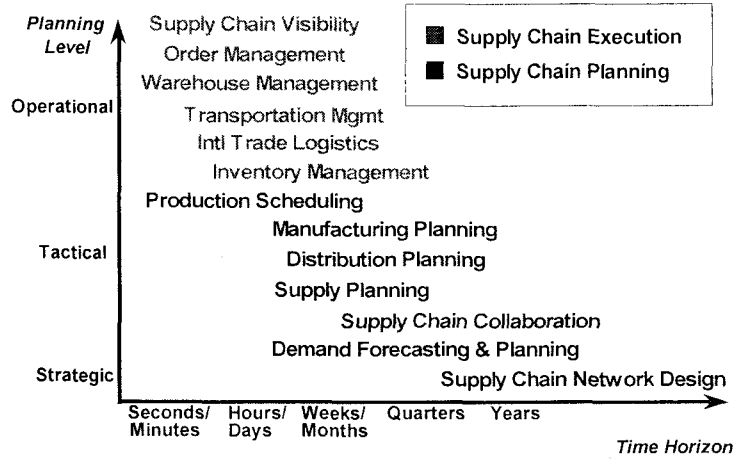


Supply Chain Planning tries to match supply and demand across an enterprise's production, supply, and distribution operations.



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SCM Solution 기능



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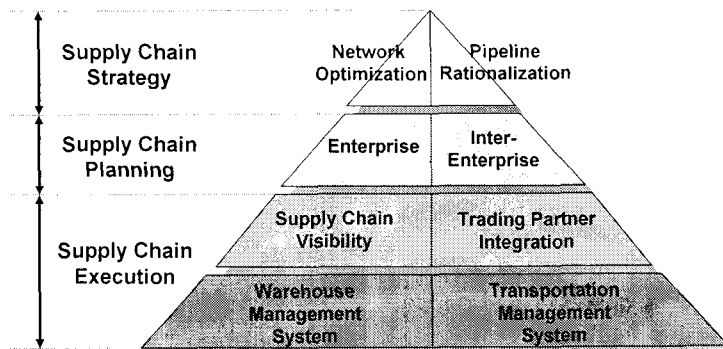
SCM 시스템 구축 시 고려사항

- SCM 교육부터
- 생각의 전환: 고객으로부터
- SCM상의 개별 회사 이익 극대화 방안 수립
- Vision을 가지고 단계별 접근
- 솔루션은 의사결정 지원 시스템
- SCM 프로젝트의 목표설정: 눈높이를 낮추자
- 시스템 통합의 허구성
- SCM 발전 속도의 민감성
- 자기방식의 SCM 구축

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SCM 전략

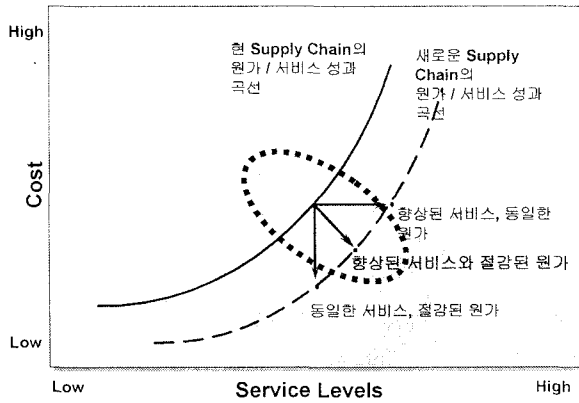
기업의 성공적인 SCM 수행은 Supply Chain Strategy를 바탕으로 한 효율적인 SCE 구축 이후, SCE와 SCP의 연계를 통해 실현됨



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SCM의 추진목표

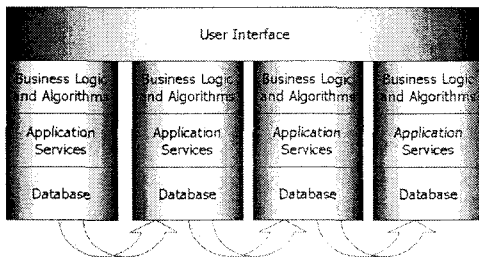
Supply Chain Management의 궁극적인 목적은 Cost / Service의 성과를 향상시켜 기업의 가치를 제고하는 것임



SCM의 세부 목표

- 소규모 물량
- 짧은 리드타임
- 다양성/유연성
- 제품변경 지양
- 긴 리드타임
- 안정된 계획
- 대규모 주문
- 고정된 계획
- 재고 최소화
- 자본투자 최소화

시스템 통합의 허구성

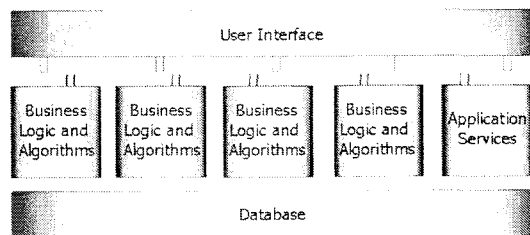


Current

- Multiple User Experiences
- Multiple Platforms and Technologies
- Separate Security Schemes
- Integration between applications

Future

- Consistent user experience
- Unified platform and technology
- Feature-focus to maximize investment and drive value



SCM 프로젝트 성공 요소

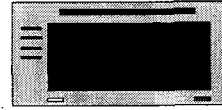
프로젝트 성공을 위한 Co-Work



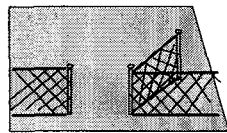
강한 sponsorship



지속적이고 신속한 의사결정



선명한 목표



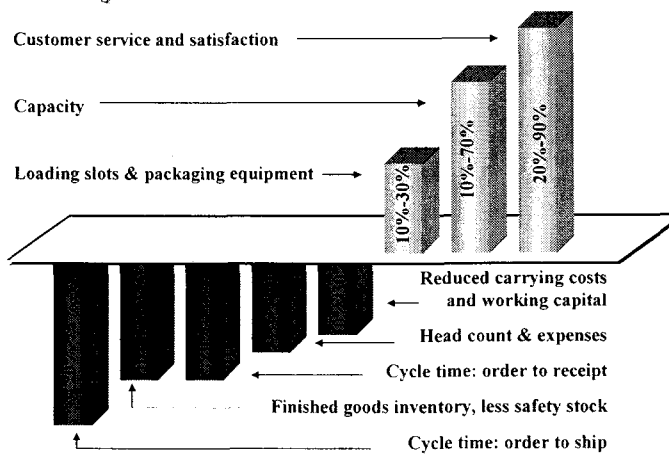
잘 정의된 Process 범위



올바른 팀 구성

기대효과

Revenue Improvement Area



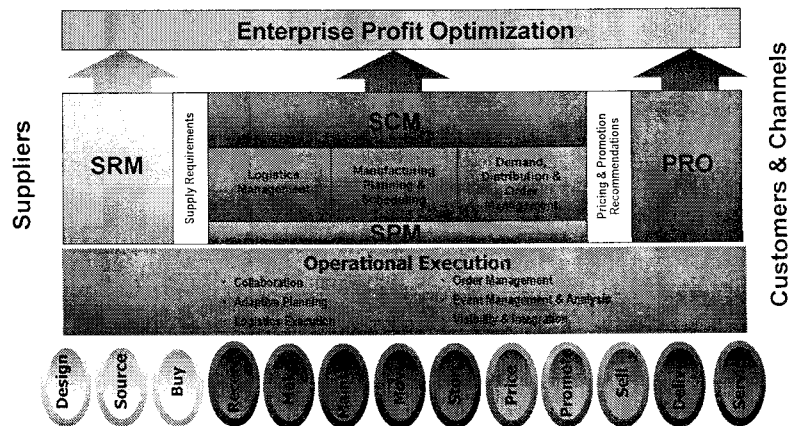
Cost Reduction Area

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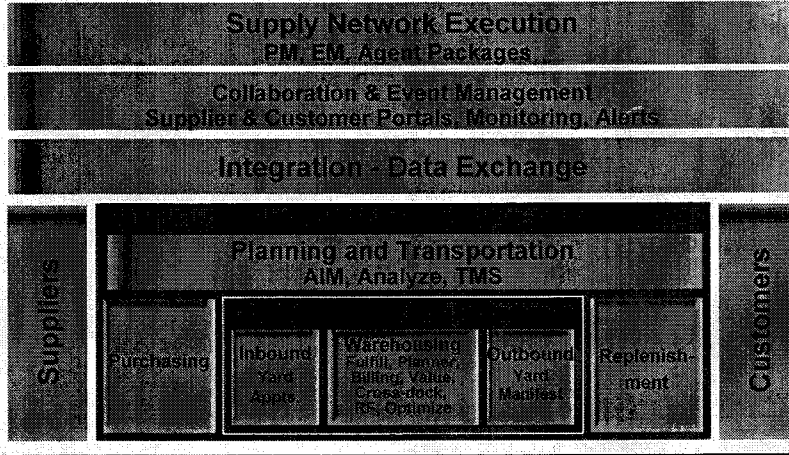
Supply Chain Management

Supply Chain Management Solution은 궁극적으로 기업의 이익 극대화를 위한 솔루션이야 함.

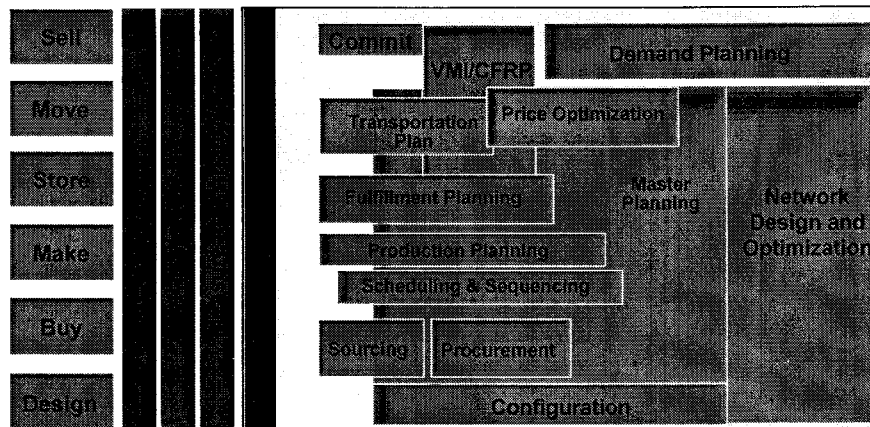


Supply Chain Execution

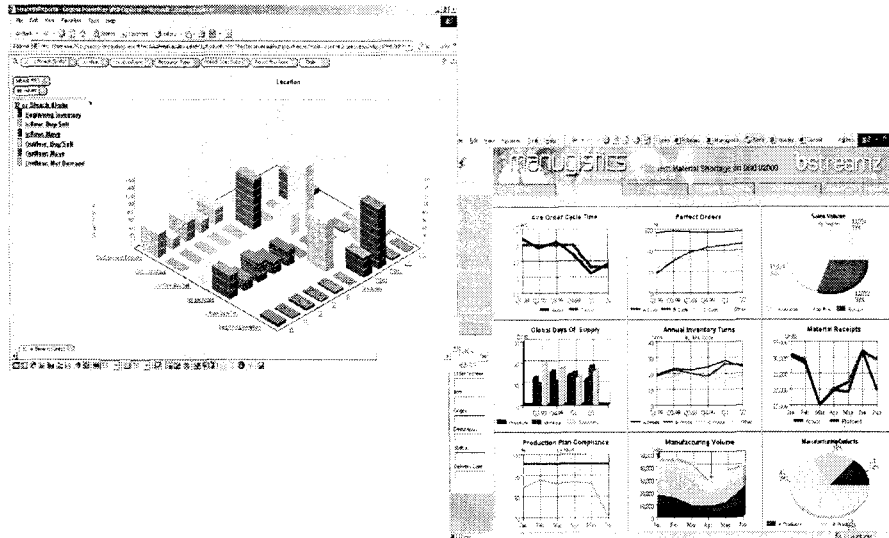
Adaptive Supply Chain Execution



Supply Chain Plan



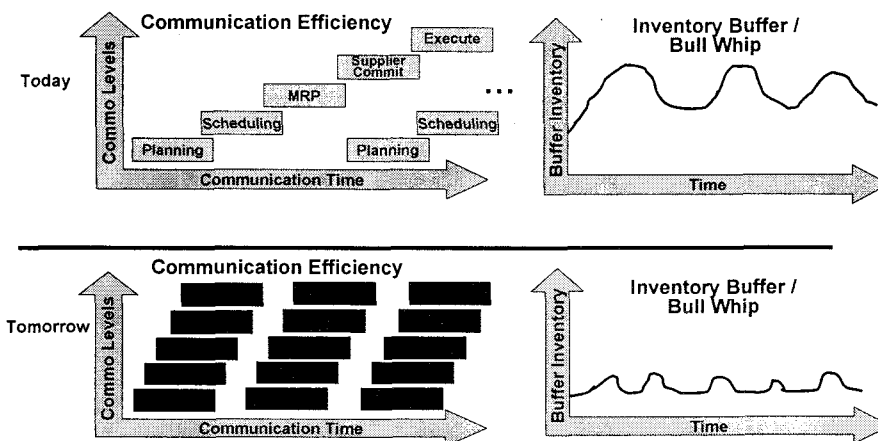
예: Monitoring & Visibility



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예: Lead Time Reduction

Adaptive Manufacturing
Balancing Real-Time, Adaptive Management & Bull Whip



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질의응답

People
+
Process = Solutions
+
Software

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