

SCM

(Supply Chain Management)

CONTENTS

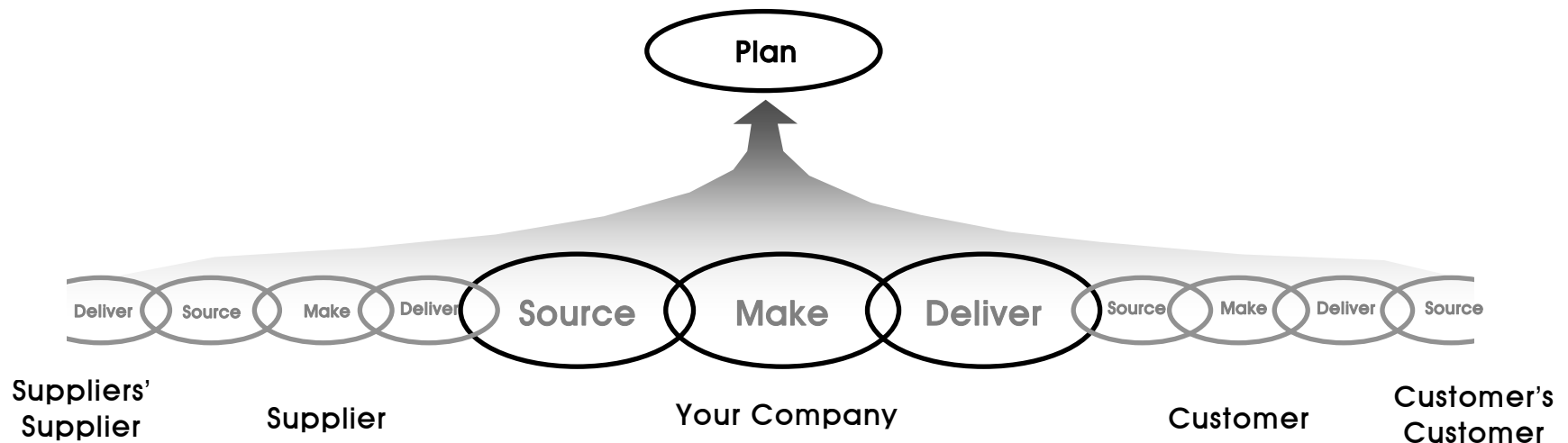
1. SCM 개요
2. SCM Methodology
 - 2-1. SCM Costs
 - 2-2. SCM Best Practice
 - 2-3. SOA
 - 2-4. SCM Performance/SCOR
 - 2-4-1. SCOR-Source
 - 2-4-2. SCOR-Make
 - 2-4-3. SCOR-Deliver
3. Project Approach

1.SCM(Supply Chain Management) 개요

기업활동을 통하여 물자, 정보, 재화 등이 공급자로부터 생산자, 도매업자, 소매상인, 그리고 소비자에게 이동하고, 그 진행 과정의 흐름에는 조정과 통합 과정이 필요해 진다. 물자흐름에는 상품 이동에 물품 반환 A/S요구 등이 포함되며, 정보흐름에는 주문과 배송의 실 시간적 공유와 갱신이 수반되며, 재정은 신용조건, 지불 계획, 위탁 판매 등의 내용이 다뤄지게 되는데, 이 세가지 흐름의 관리는 기업 경쟁력 확보에서 매우 중요한 기능이라 할 수 있다.

SCM은 생산 지역과 고객 시장이 Global화 되고 개별 경쟁에서 공급 사슬간 경쟁으로 변화되면서 물자, 정보, 재화의 흐름을 공급망 전체의 관점에서 그 연계관리를 지원하는 관리 체계라고 할 수 있다.

SCM은 전략, 전술, 실행의 각 레벨에 대해 수요, 생산, 자재, 수 배송, 회수의 각 부분에 대한 계획(SCP:Supply Chain Planning)과 실행(SCE:Supply Chain Execution)과 모니터링 역할을 수행하게 된다. 또한 SRM(Supply Relationship Management)과 CPFR(Collaborative Planning Forecasting & Replenishment) 및 CRM(Customer Relationship Management)등도 SCM을 구성하는 Function으로 전체 공급망의 자원 흐름을 최적화 하는데 연계 지원 한다.

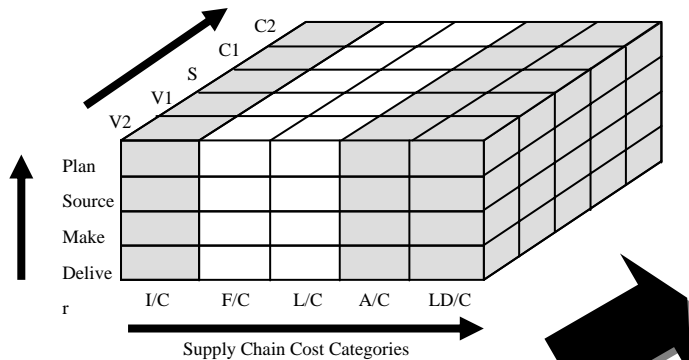


2. SCM Methodology

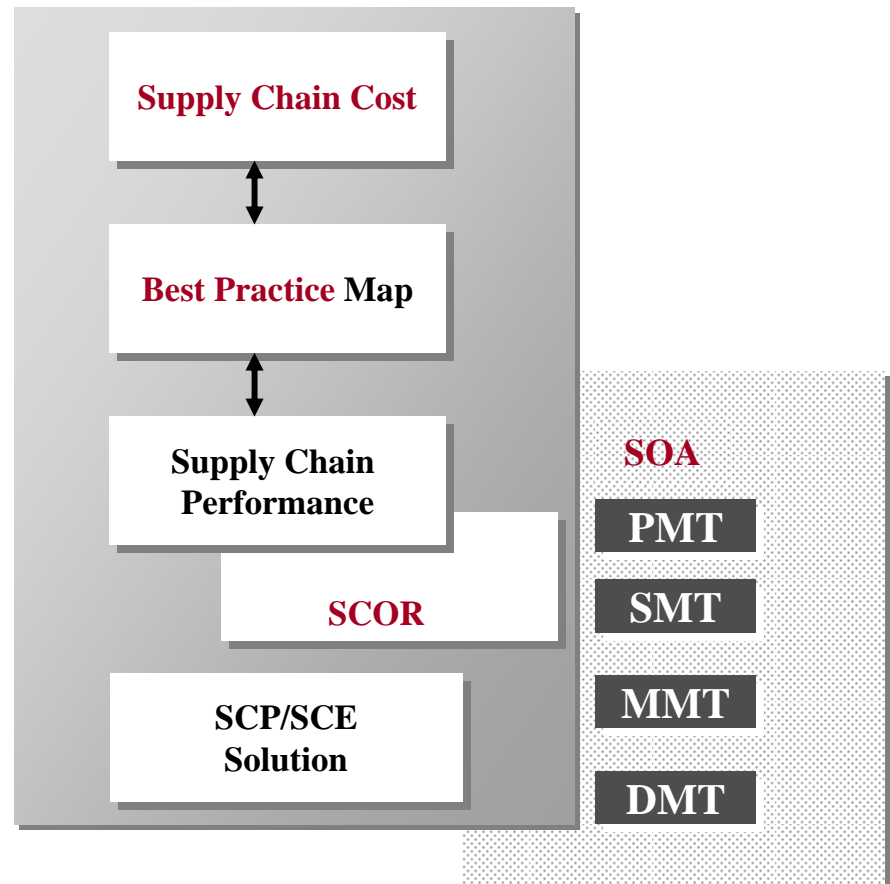
SCM의 성공적 구축을 위해서는, 기업의 상품 특성과 시장 특성을 고려한 SCM Sphere를 정의하고 각 SCM Sphere 별 전략과 전술, 실행의 Concept이 설계 되어야 한다. 이러한 설계 위에 목표하는 SCM Performance와 필요한 Best Practice 를 설정하고 프로세스에 필요한 SCP/SCE Solution 등을 기획한다. 또한 공급망의 성공적 구축을 위하여 SOA(Strategic Operation Alliance)체계 구축을 통하여 SCM 변화관리를 시행한다.

	•Demand Characteristics (Flow & Technology)							
	•Region			•Channel / Network				
	Korea	China	Other Asia	America	America	Europe	Africa	Other
Class A	×				×		×	
Class B	×	×			×			
Microwave Ovens	×		×	×	×	×		×
Washing Machines	×		×	×	×			×
Vacuum Cleaners	×	×						×
Others								

SCM spheres



Supply Chain 구성



2-1. SCM Costs

Identified needs	Acquisition	Delivery	Payment	Usage	Measurement	Value To User
<ul style="list-style-type: none"> • Purchase Order Cost • Internal Meeting Time 	<ul style="list-style-type: none"> • Acquisition Price • Inventory Cost • Payment Terms • Discount or Rebates • Purchase Process Costs • Scheduling Process Costs 	<ul style="list-style-type: none"> • Receiving • Freight • Warehousing • On-hand Inventories • Storeroom Costs • Internal Transportation 	<ul style="list-style-type: none"> • Payables Process Costs • Bank Charges • System Maintenance 	<ul style="list-style-type: none"> • Training Costs • Quantity/Use • Waste • Defects • Preparation Processes • Maintenance • Repairs • Recycling • Scrap 	<ul style="list-style-type: none"> • Laboratory • Evaluation • Quality Control • Receiving Process • Usage Measures 	<ul style="list-style-type: none"> • Training Costs • Communication

2-2. SCM Best Practice

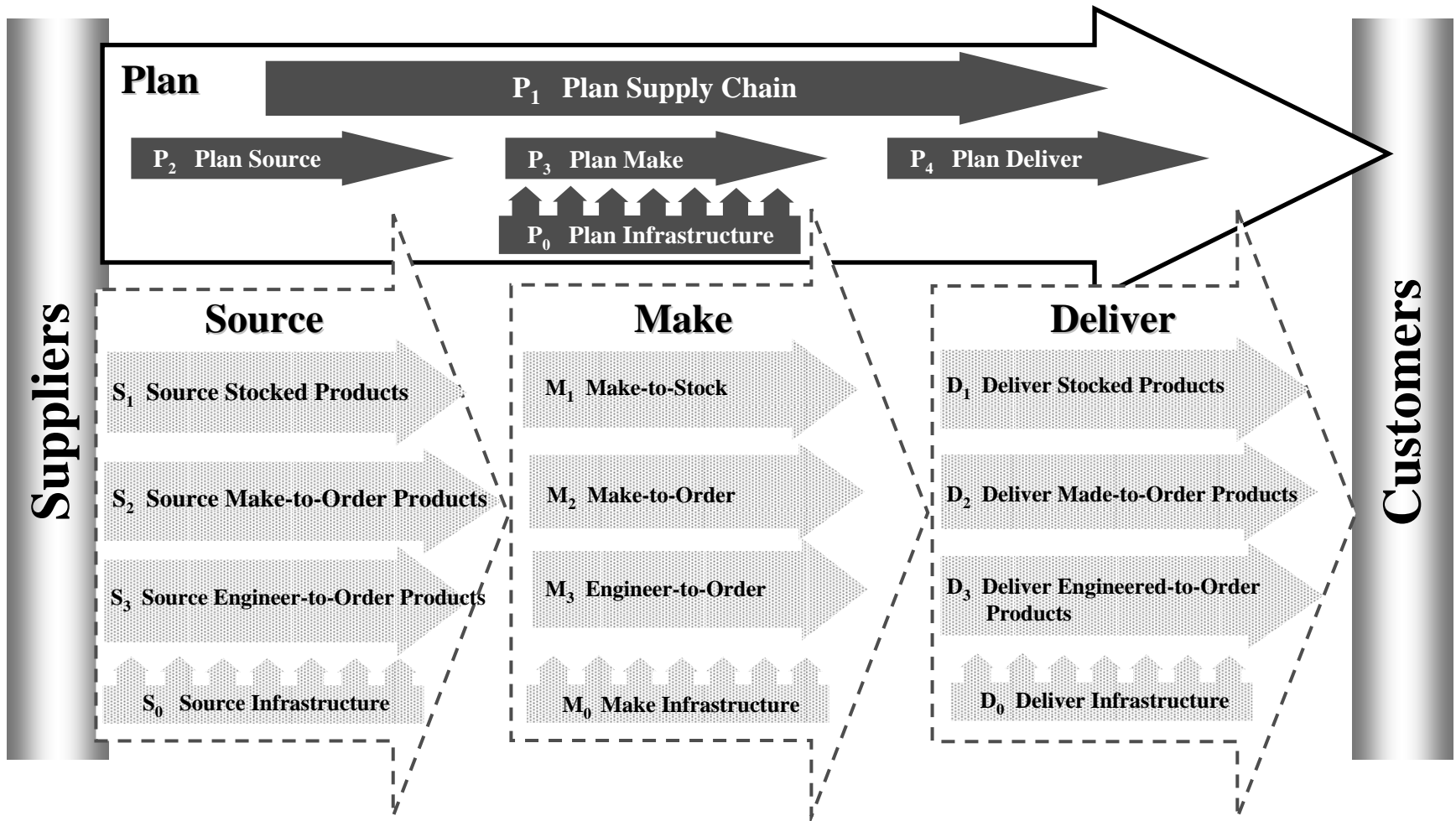
구 분	Best Practice	
Source	<ul style="list-style-type: none"> - Joint Service Agreement - VMI - Consignment Agreement - Supplier Development Program - Bar Code/RFID - Electronic Document Management 	<ul style="list-style-type: none"> - EDI - KANBAN - Supplier Certification Program - POU - Automated Statistical Process Control - Concurrent Engineering/Guest Engineering
Make	<ul style="list-style-type: none"> - Demand-Pull Manufacturing(Mechanism) - Employee Involvement Program - Reduce Changeover Time - Electronic Material Move Transaction - Paperless Production Control - Reduce Non-Value Added Paperwork - Direct Ship from Factory to Customer - JIP - Postponement 	<ul style="list-style-type: none"> - Paperless Order Tracking - Schedule Optimizing - Strategic Safety Stock - POU - Flexibility Maximizing - Automatic Label and Seal Verification - JIT - Capacity Planning - Cellular Manufacturing
Deliver	<ul style="list-style-type: none"> - VMI - EDI - QR - Single Point of Contact - Electronic Commerce - Continuous Replenishment Program - Remote Order Entry - Inventory Allocation - Consolidation 	<ul style="list-style-type: none"> - Carrier / Route Optimization - Automatic Identification - Automated Receiving and Put away - Dynamic Location Assignment - Full Visibility - Advanced Shipping Notice - Automatic Multi-level Credit Checking - Joint Service Agreement - Partnership

2-3. SOA(Strategic Operation Alliance)

SCM 의 성공적 구축을 위하여는 SCM Sphere별 Plan-Source-Make-Deliver SOA(Strategic Operation Alliance) 체계 구축 및 훈련이 필요하다.

구 분	기 본 역 할	주 요 기 능	S k i l l
PMT	<ul style="list-style-type: none"> • Demand/Supply Planning • Manage Planning Infrastructure • Make/Buy Decision • Supply-Chain Configuration 	<ul style="list-style-type: none"> • Project Management • Project Performance Management • Project Theme Achievement • Project Valuation, Model Device a Plan 	<ul style="list-style-type: none"> • 전사적 관점의 안목 • Possible Alliance Object / Scope • Steering Mechanism • Best Practice Customizing • Change Management
SMT	<ul style="list-style-type: none"> • Sourcing Material Acquisition • Manage Sourcing Infrastructure • Vendor Certification 	<ul style="list-style-type: none"> • Project Management • Project Performance Management • Project Theme Achievement • Project Valuation, Model Device a Plan 	<ul style="list-style-type: none"> • Possible Alliance Object / Scope • Steering Mechanism • Structure / Function / Process • Best Practice Customizing • New Efficient-Effective Model • New Cost Model
MMT	<ul style="list-style-type: none"> • Production Execution • Manage Make Infrastructure • Shop Scheduling / Sequencing 	<ul style="list-style-type: none"> • Project Management • Project Performance Management • Project Theme Achievement • Project Valuation, Model Device a Plan 	<ul style="list-style-type: none"> • Possible Alliance Object / Scope • Steering Mechanism • Structure / Function / Process • Best Practice Customizing • New Efficient- Effective Model • New Cost Model
DMT	<ul style="list-style-type: none"> • Order Management • Warehouse Management • Transportation and Installation Management • Manage Deliver Infrastructure 	<ul style="list-style-type: none"> • Project Management • Project Performance Management • Project Theme Achievement • Project Valuation, Model Device a Plan 	<ul style="list-style-type: none"> • Possible Alliance Object / Scope • Steering Mechanism • Structure / Function / Process • Best Practice Customizing • New Efficient- Effective Model • New Cost Model

2-4. SCM Performance/SCOR



2-4-1. SCOR-Source

Performance Attribute	Metric
<p style="text-align: center;">Cycle Time</p>	<ul style="list-style-type: none"> • Total Source Lead Time • Source Cycle Time • % Of EDI Transactions
<p style="text-align: center;">Cost</p>	<ul style="list-style-type: none"> • Material Acquisition Cost • Material Management Cost • Receiving Cost • Storage Cost
<p style="text-align: center;">Service / Quality</p>	<ul style="list-style-type: none"> • Percent Defective • Supplier on Time Delivery Performance
<p style="text-align: center;">Asset</p>	<ul style="list-style-type: none"> • Inventory Days of Supply • Raw Material Days of Supply

2-4-2. SCOR-Make

Performance Attribute	Metric	
Cycle Time	<ul style="list-style-type: none"> • Product Manufacturing Time • Make Cycle Time • Re plan Cycle Time • Schedule Cycle Time, Schedule interval • Material Acquisition Cycle Time 	<ul style="list-style-type: none"> • Rate of Actual to Theoretical Cycle Time • Build to Ship Cycle Time • Responsiveness Time • % Of Parts Received at POU
Cost	<ul style="list-style-type: none"> • Plant Level Order Management Cost • Asset Turns • Average Plant-wide Salary • Plant Cost Per Hour • Overhead Cost • Cost / Unit • Value Added Productivity 	<ul style="list-style-type: none"> • WIP Inventory Material Losses / WIP Inventory DOS • Scheduled Resource Cost • Inventory Obsolescence • Inventory DOS-Raw Materials • Warranty Cost • Packaging / Inventory Carrying Cost • Release Cost Per Unit
Service / Quality	<ul style="list-style-type: none"> • Performance to Customer Request Date • Performance to Customer Commit Date • Yield • Production Flexibility • In-Process Failure Rate • % Of Release Error • Fill Rate 	<ul style="list-style-type: none"> • % Of Orders Scheduled to Customer Request Date • Warranty Cost • Schedule Achievement • Inventory Accuracy • Staging Time • Quality Level
Asset	<ul style="list-style-type: none"> • Asset Turns • Capacity Utilization • Inventory Aging • WIP DOS 	<ul style="list-style-type: none"> • Inventory Dos • Cash to Cash L/T

2-4-3. SCOR-Deliver

Performance Attribute	Metric	
Cycle Time	<ul style="list-style-type: none"> • Published L/T • Order Fulfillment C/T • Order Receipt to Order Entry Complete Time • Days Sales Outstanding 	<ul style="list-style-type: none"> • Customer Signature / Authorization to Order Receipt Time • Order Entry Complete to Order Ready for Shipment Time • Order Ready for Shipment to Customer Receipt of Order Time
Cost	<ul style="list-style-type: none"> • Order Management Cost • Create Customer Order Cost • Order Entry and Maintenance Costs • Days of Supply / Inventory Carrying Cost • Order Fulfillment Cost 	<ul style="list-style-type: none"> • Customer Invoicing / Accounting Cost • Distribution Cost • Incoming Material Cost • Transportation Outbound Freight and Duties Cost
Service / Quality	<ul style="list-style-type: none"> • Fill Rate • # Of Call Backs as % of Total Inquiries • % of Faultless Invoices • Order Consolidation Profile • Incoming Material Quality 	<ul style="list-style-type: none"> • % Of Orders Delivered of Customer Request • Performance to Customer Commit Date • Performance to Customer Request Date • % of Faultless Installations • Perfect Order Fulfillment
Asset	<ul style="list-style-type: none"> • Finished Goods Inventory DOS • Inventory Obsolescence • End-of-Life Inventory 	<ul style="list-style-type: none"> • Days Sales Outstanding • Field Finished Goods Inventory DOS

3. Project Approach

Each project should follow the general approach in designing new supply chains. A design team for the sphere would be responsible. Consultants would assist.

