

LOGISTICS

THE KEY TO THE NINETIES

It is perhaps not surprising that many people think first of the 1992 Single European Market when asked about what the 1990s will bring in terms of new competitive pressures. However the business environment is always changing, and the political and economic changes arising from 1992 are only part of that. In this article, the objective is to highlight the other pressures that are coming to bear, and also to show how those pressures affect all manufacturing engineers in industry, not just those who may already perceive themselves as involved in logistics.

What is Logistics?

It is probably worth first defining what logistics is. It is not only about material handling and transportation. In fact, those elements represent a relatively small part of the total logistics cost. A good definition of logistics is that it covers, "planning, control and execution of all related activities from acquisition of raw materials to delivery of finished product to customers, encompassing both physical flows of materials as well as communication and exchange of information."

This can be shown in a schematic form (Figure 1) where it is immediately clear that anyone who is involved at any stage in the manufacturing process is a user or provider of some element of logistics.

It is also essential to recognise that logistics, like any other element of the overall manufacturing process, is not an island. The chosen business strategy of the company drives the marketing and manufacturing strategies. The logistics strategy must then be developed hand in glove to support these. Logistics relies to a very large extent on having an appropriate organisation structure and Information Technology support (Figure 2). Only when all of these factors are taken into account, can there be any confidence that logistics will effectively support business needs.

Competitive Pressures

Once this broad scope of logistics is understood, it can be seen that there are many influences on the process. A change in the marketing or manufacturing strategies will have an

Think 1992? No, think 1990s, advises Steve Young of consultant A T Kearney, and emphasise logistics in your strategy.

immediate knock-on in logistics for example. During the 1990s we will see a number of significant changes in our business environment.

- new markets (1992 and Eastern Europe)
- low-cost competition (Eastern Europe and Pacific Rim)
- higher customer expectations (quality and service)
- increased product differentiation shorter product life cycles
- minimum "critical mass" except for niche players

All of these changes will have a direct impact on logistics. It is worth examining them all in some detail.

New Markets

Most companies have already recognised that the UK is disadvantaged in terms of taking advantage of the Single European Market by our geographic location on the extreme western edge. The centre of demand of the new market under the 1992 regulations was in North-Eastern France. This was already causing businesses to reconsider their manufacturing and logistics strategies. Any product which was to sell competitively in the Single Market would carry a cost penalty related to the Channel crossing and the additional distance travelled, compared with a French or German source.

The recent changes in Eastern Europe and the process of German reunification make this situation even more critical. The centre of demand is going to move further east, perhaps to the Stuttgart area. A UK source is going to be increasingly disadvantaged for a much increased potential market. It will become even more important that, in satisfying this market, total logistics costs are minimised. This implies that the number of stock holding locations is strictly controlled, the stock level and balance at those locations is tightly managed, and that stock replenishment is both efficient and reliable. Information flows will become even more critical, as rapid information exchange is one method of replacing inventory.

Manufacturing In The Nineties

Patrick Vollmar



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web l affaire charles dexter ward est une longue nouvelle fantastique de howard phillips lovecraft publiée en décembre 1941 dans weird tales il s'agit d'un des plus longs textes de lovecraft plus de 50 000 mots situé à la frontière entre le roman et la nouvelle Écrit au début 1927 il reste inédit du vivant de lovecraft bien qu