

IMPLEMENTATION VERSIONS OF LOGISTICS MANAGEMENT WITHIN THE ORGANIZATION

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ABSTRACT

This paper reviews the main ways of implementing logistics management within the organization based on efficiency measures such activity immediately. In this work, the author stresses the innovative role that logistics plays in the company.

KEYWORDS: *logistics management, profitable, project logistics, cost models.*

How to deal with logistical issues involves the use of various techniques and means, and developing a logistics project aimed at the entire company-mobilized personnel numbers for a period of several months and requires the intervention of the Cabinet logistics consultancy, which will act as logistics project implementation in practice.

Making any changes in shape require extensive logistical many activities that can be grouped into: activities aimed at improving compliance with contractual terms for the period immediately following activities which aim to introduce a logistics major progress, activities that result in the preparation and implementation business logistics projects.

1. Measures aimed at achieving an immediate return

Specify the logistical tasks, analysis of the process where they are integrated and initiate immediate action to improve the expected results, constitute the first step in trade logistics company that will take place. Such change is advisable to make the unit as a first step in order to gain experience you increase the importance of action for conversion logistics company. Field Operations is most suitable for logistics activities - are subject to operational logistics - as it requires fewer means and resources and lead to immediate results. Thus, with a limited investment of human resources, there are many improvements in activity following the application of project logistics company. Such actions are based on three principles namely considering globalization as a means of working operations, ie to clarify the role primordialității lawsuits against their component operations, increase the concerns of coordination of information technology operations, synchronizing individual goals imediatecu purpose logistics projects (Fig. 1.).

a) the primacy of process over operations component

Study of any operation must consider its location - first - in the course of which it is part and therefore the flow within which it belongs. This is because the nature of interdependence between flows highlights operations and any operations outside flow optimization in which they are only a partial optimization. To achieve an efficient logistical changes recommended use of questionnaires, which supplement will provide answers to the following questions:

- Ensure consistency between operational and strategic?;

- Know the representation of flows in detail?;
- You repositioned functions?;
- You have made the necessary standardization upstream and downstream?;
- You are very careful in designing the company's information system?;
- You have to communicate data to project logistics preparation?;

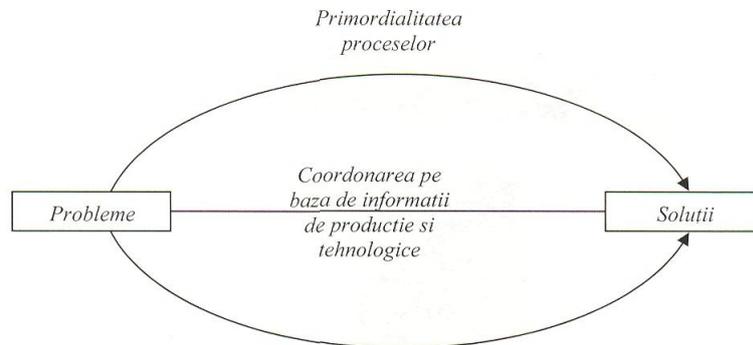


Fig. 1. Sincronizarea obiectivelor individuale cu finalitate logistică

Answers to such a questionnaire allows the separate analysis of each operation, and analysis of their way to be the workflow that it is formed. Therefore to ensure aims to improve an operation - from project logistics is essential to know how to integrate the operation of this process belongs. Otherwise the process is used only when there is risk of failing to achieve improved operation as desired by the project logistics.

b) Coordination with the operation of information technology

One of the major causes of the occurrence of primary failures should be improved and even eliminated through the project logistics - is a discrepancy between information technology and operation, ie failure to agree the information technology operation to which it relates.

Are often situations where one one ahead on the other (for example, a bill that comes before a delivery, a given material in manufacturing before manufacturing orders have been issued, including a stock in a computer file which makes the product be available for preparation of control while he is still in the acceptance stage to be placed in storage, etc.). Here are so few differences between the information and operation covered. Factors that affect flow and logistics are multiple downstream activities are dependent coherence established between information that is available at a given time and actual flow. Therefore logistical procedures that describe the physical nature of the operations conducted and information processing must be written and implemented to eliminate in a short time such disparities.

c) synchronization of individual objectives with the final logistic

Objectives that have individual character of the firm are not always adapted to the specific logistics activities. They often ignore the impact they have rough customer or business interest. Appropriate commercial operators registered with certain commitments for orders without verifying the actual state of stocks and the frequency of deliveries required by the customer.

Another drawback occurs when there is an order changing the composition of the entire format of standardized products which raises special problems for programming production services. Settlement of such failures involves the actual objectives, but also

enhancing the communication between the compartments from the various functions of the firm. These practices are undertaken by business advisors logistics consulting logistics is always targeted and finally leading to obtain substantial savings in such a relatively short period of time savings achieved can be a source of investment for the actions of the next period.

2. Logistics - a way of bringing progress in logistics firm

After the operation the main sources of improvement in the short term, justified such a move to more complex problems with: learning to reduce the number of logistics activities, the establishment needs to simplify and improve ways of working, the need for restructuring the existing situation introduction of potentially more efficient equipment, establish whether a change of technology in key areas of activity.

Further analysis of a logistics system structured to require representation, which allows to anticipate the reaction to the changes to the logistics system will be made. A structured representation involves three steps namely:

- STAGE I- aims retaining variables whose selection logistic system, possibility of observation and measurement leading to optimal representation of the logistics system;
- Stage II is the creation of models of costs attached to each physical variable retained in the previous stage;
- Third Stage-enable predetermination influence on the behavior of certain parameters of the model system.

a) *Choosing logistic variables*

When selecting variables is necessary to know the logistics logistics system elements. Consider the example of a central warehouse of finished products responsible for supplying regional warehouses. The aim is to change its configuration. The objective is thus reducing operating cost of the central warehouse. To achieve this objective will examine two elements that are variable logistic-namely flows that will determine both entry and exit of the storehouse of human and material means necessary, determine the size of stocks required storage volumes and surfaces.

Each of these two elements must be measured in units representing the real work. Such transport is to specify how the nature of the means of transport and warehousing business volume are reflected in the deposit volume and size of the average and maximum supply zilnice.Prin separate presentation of these elements simply can not determine the size of the logistics effort. It takes therefore the contribution offered by the development of cost models.

b) *Cost models*

Cost models are variables representing the cost of logistics operations from logistics elements retained as logistic variables. Consider the following costs:

- transport costs incurred in supply;
- Total cost of distribution;
- Monthly costs incurred in operating a warehouse.

Transportation costs incurred in supply in lei / T can theoretically be represented by a line equation:

$$C_t = a + bx \quad (1)$$

In reality the cost of transport is represented by a family of equations, each equation referring to a certain amount transported.

The total cost of distribution. The total cost of warehouses in a distribution system is established according to the formula: $Q = \text{annual tonnage delivered per store}$.

The same result is obtained starting from a linear regression performed on all warehouses considering two coordinates: Annual quantity sold per store and the cost of operation (Fig.no.2)

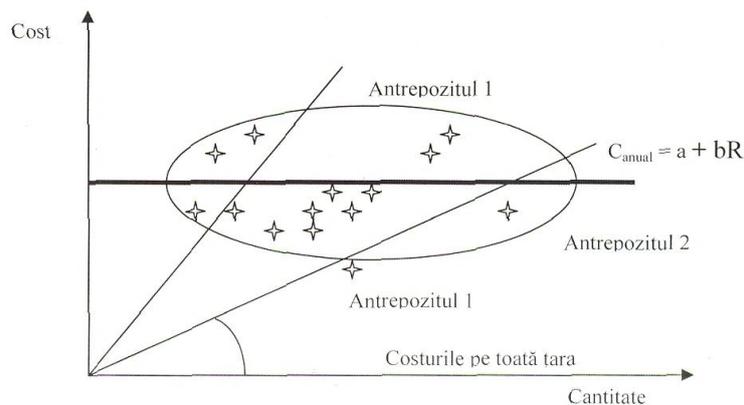


Fig. 2. Coordinates of total cost of distribution

Legend

a – fixed costs ; b – futurecost/country; q_0

Representation of Fig. no. 2 shows a homogeneous class of warehouses whose overhead costs are approximated by a straight and two warehouses "abnormal". In addition, you may find that the mere study of the "cost per tonne is cold enough for referral peculiarities". So creating such models is an additional cost of study and analysis by highlighting the class of homogeneous deposits and abnormal finding points to be found a true explanation. The monthly cost occasioned by the operation of a warehouse can be calculated using the formula:

$$C_{\text{uar}} = A + B * Q \quad \text{where:} \quad (2)$$

Q = monthly tonnage transiting the warehouse.

The establishment of this linear model requires assessment of two parts: a fixed part (for a given activity level) and a variable part (caused by tasks storehouse, administrative management tasks, areas, the costs of the structure and information system).

c) The influence of representative parameters

Study logistics is influenced by parameters representative: frequency supplies and product prices. Histograms of commands. Made by weight, they influence the decision to deliver directly from plant or warehouse. Orders to be delivered directly (or have sufficient tonnage) is an important part of the total tonnage or volume, but occupies a relatively small share in total command. Are needed so deposits whose number should be established and whose position must be specified.

3. Develop logistics projects

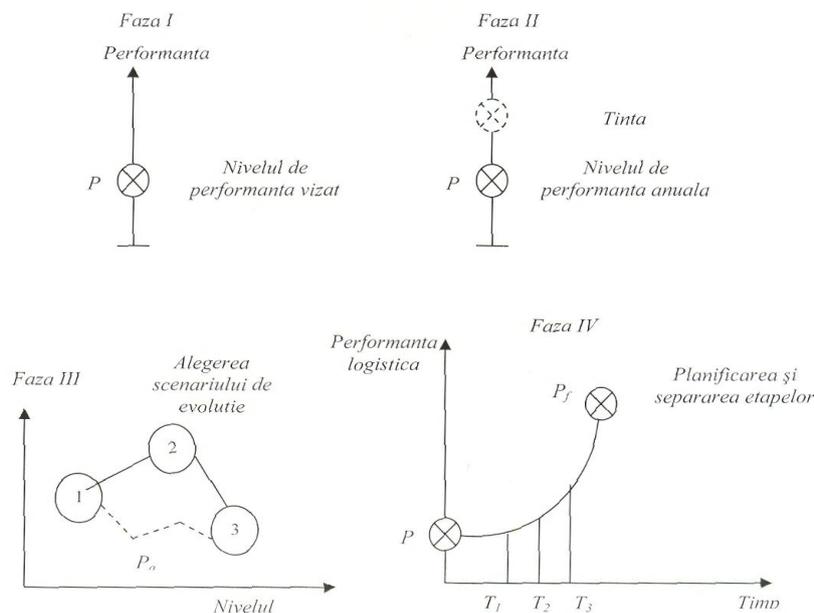
If immediate actions are sufficient profitability in the concrete situation in which they are applied when the change should result from the effort of several levers they are ineffective. Excessive technical studies, which take precedence and optimization computer

models, they crash the application in practice of the practical situation on the ground. Therefore intervention is necessary logistics that affect the very substance of relations between parties to the stream. It proposes to apply a new type of relationship, both between firms and external operators and between the components of the company itself. An operator of the logistics process must therefore respond to a request from an applicant who desires and states in terms of quantity and level of service.

Thus, any logistics operator must respond to two speakers: a client in the logistics chain, which can not respond unless you have a degree of autonomy and only within the rules and procedures established logistics and capabilities at its disposal, a certain hierarchical positions you have to rethink their role to maintain autonomy, and to focus action on the determination of capacity, training, control, management by exception and regular return policy options to major. This development is achieved only by logistical approach, which fundamentally change the relationship between different actors, with echelons hierarchical relations and how to exchange information.

Consequently, changing not only jobs but also to define their responsibilities. The steps are thus acting directly on management operations and yields substantive changes such as: TQM (Total Quality Management) which generalizes the qualitative approach at all levels of the company, Just in Time (JIT) operating on kinetic phenomena between stages of transformation of matter, CIM (Computer Integrated Manufacturing), using the operational information systems as a tool of integration.

What seems to concern only a first approach to the stock distribution should be rethought in terms of a supply chain, ie the integration of production units with the distribution, something achievable through the development of a logistics project. The company aims to shift from one level to another logistics performance to price developments therefore culture and business structure. A logistic project includes four phases, namely: **one phase to assess the performance target, a stage to assess the current performance, a definition phase of the various scenarios of evolution, a planning phase for the chosen scenario (Figure no. 3).**



Logistics projects understood that all logistical approaches have an impact both on the structure and company culture. The structural changes have led to modifying the content of items in the company and to new rules in dialogue and exchanges with turnizorii and logistics providers. Cultural change in depth of the structures are made on time. They retain the role of engine of logistics and prevent the emergence of restrictions at some point in the way of practical application of competitive logistics projects.

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