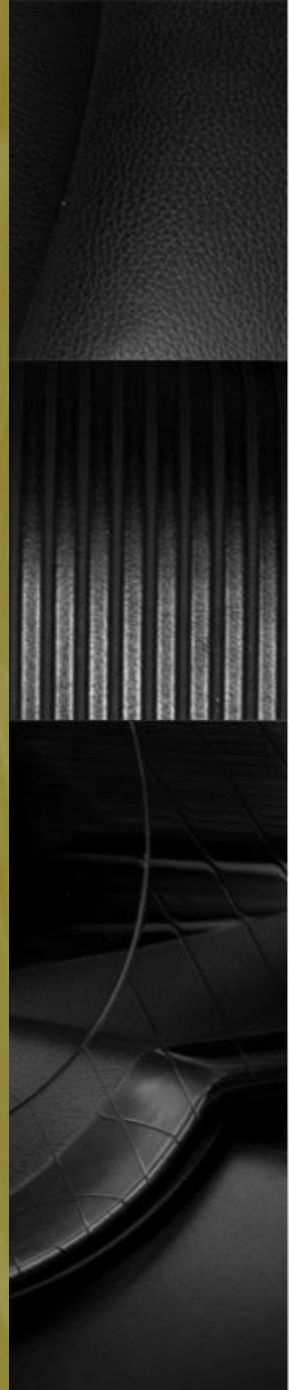


供应链与信息系统的共生关系

Symbiosis Between Supply Chain and Information System Capability

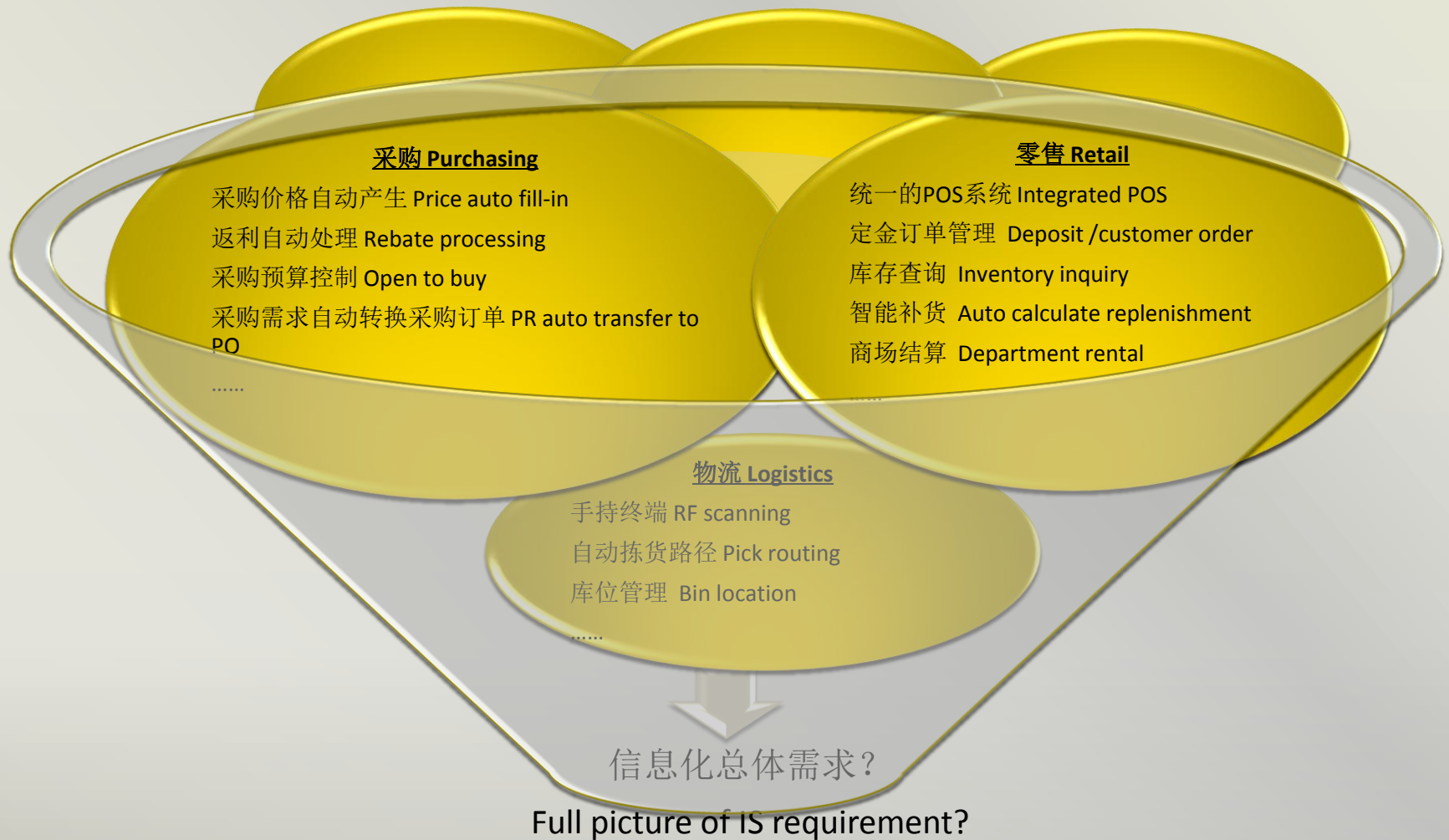
徐雄杰 Patrick Xu


25 Sep 2012



各个职能部门对信息化的需求是分散割裂的

Fragmented IS requirement from different functions



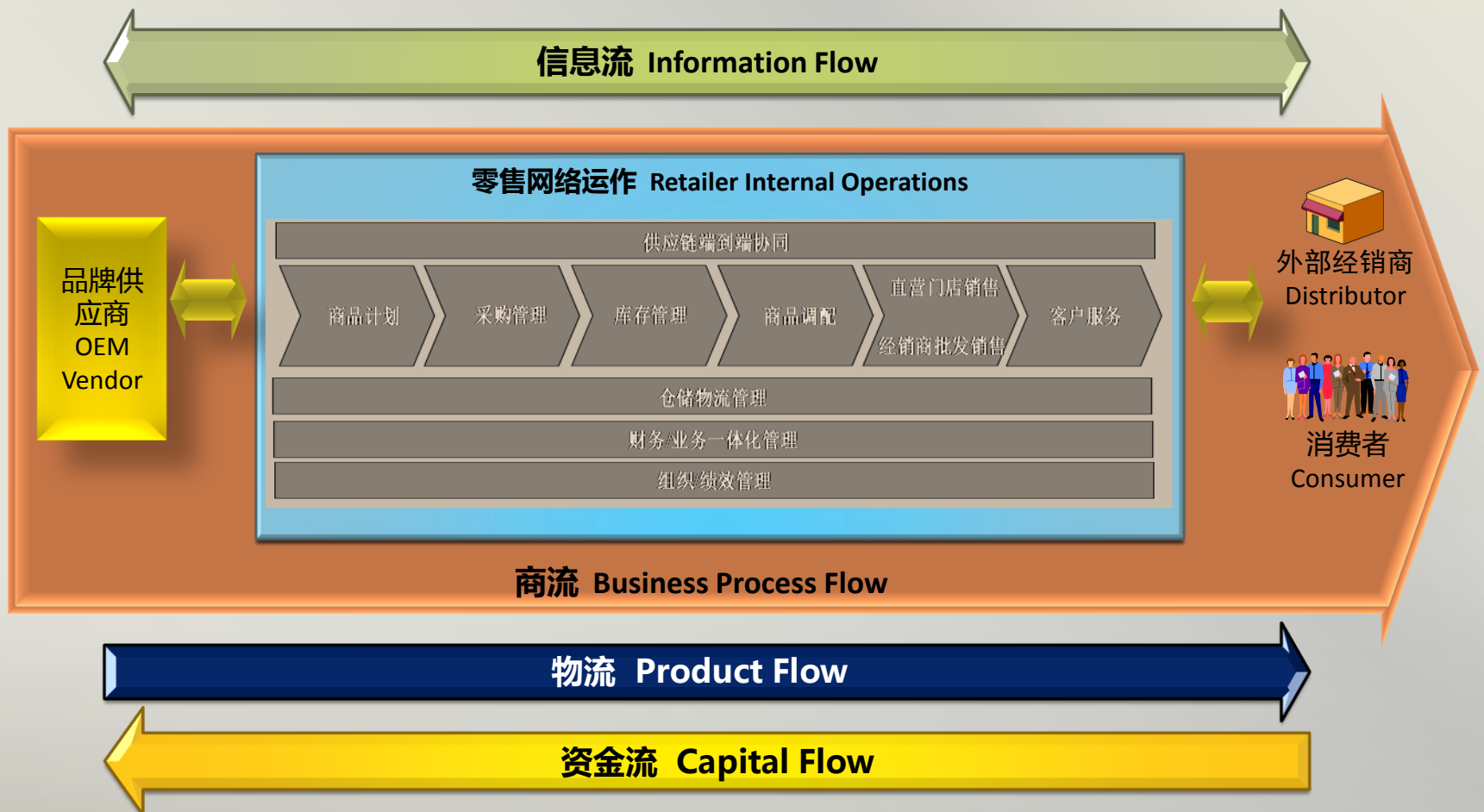


首先，从理解运营模式与核心竞争力入手

Firstly, start from understanding of operating model and core competence

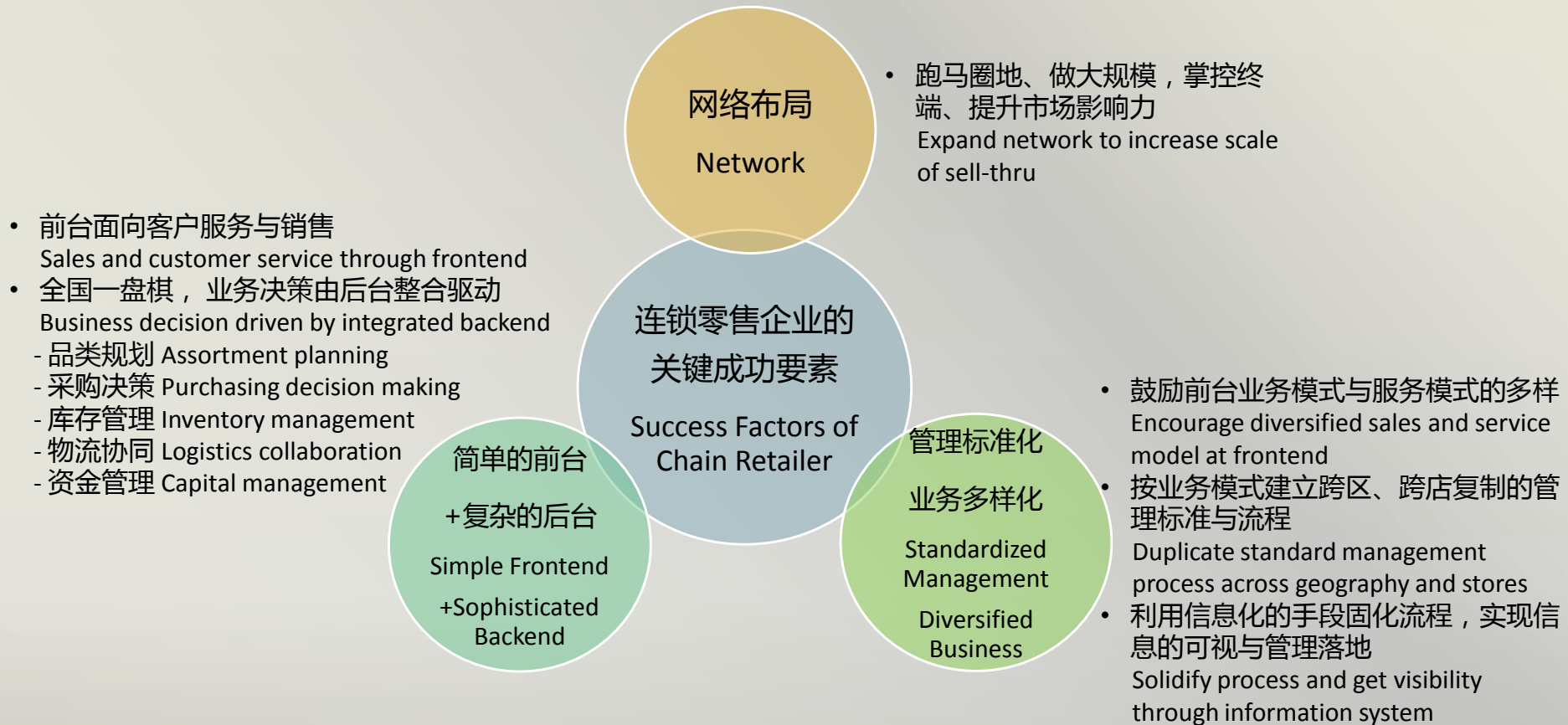
零售商在价值链中的价值定位集中体现在：面向供应商的业务协同、面向销售终端的客户关怀以及集团体系内高效的零售网络运作

Retailer will be able to add value in the value chain through collaboration with vendors, customer caring at the point of sales, and efficient internal operations



连锁零售企业的核心能力

Core Competence of Chain Retailer



零售企业要盘活整个网络的库存，建立面向全国网络统一的运营模式，确保企业有序发展并发挥全网优势

Retailer must have capability to move inventory freely across geography and legal entities. It will rely on a centralized backend platform to execute operational excellence in order to achieve economy of scale within the whole network.



为了支持战略发展目标，零售商需要建立高效的竞争能力

Retailer must build up efficient competence in order to support its strategic objectives

- 品牌的拓展和推广，需要进一步强化资金、门店空间资源的最有效分配。Optimize capital and store space allocation to support promotion of brand image

- 伴随兼并收购增加以及快速的跨区业务发展，需确保对区域管理模式与业务流程的标准化输出，降低管理差异引发的扩张风险，同时进一步发挥零售的规模效益 Ensure standard management process can be duplicated across geography; thus to minimize management risk from the expansion and consequently to benefit from the scale of economy.


- 针对不同品牌（产能与供求）设置灵活的供应链策略；有能力实现端到端的可视化管理与追溯，提高供应链的安全性以及操作效率 Set up agile supply chain strategy to cater for unique requirement of different brands. Build up end to end visibility. Improve reliability and effectiveness of supply chain.
- 强化零售管理体系，结合品牌、区域以及门店类型等维度建立灵活有弹性的预测、要货与补货模式 Build up flexible forecasting, ordering, and replenishment template with consideration of different brands, geography, and store types
- 建立商品管理与优化品牌选择的能力 Build up assortment management and brand optimization capability.
- 强化整体的仓储管理能力与效率 Upgrade warehousing efficiency and effectiveness
- 强化与供应商的计划与采购协同能力 Improve collaborative planning with vendor



- 打造渠道网络的一体化运营 Build up integrated sales channel
- 推进门店标准化运作模式 Build up standard store format and operating model
- 加强终端销售的整体能力，强化运营监控与协同运作 Strengthen integrated operational capability at point of sales. Improve monitoring and collaboration.

- 在集团层面整合顾客资源 Integrate customer resource at corporate level
- 强化对顾客资源信息的充分分析与深度挖掘，延展新的营销机会和服务需求 Improve data analysis and customer insight to find out new business opportunities
- 优化客户忠诚度计划，提升客户价值，构建与客户的多渠道统一触点 Optimize loyalty program. Boost customer value. Build up unified multi-channel customer contact platform.

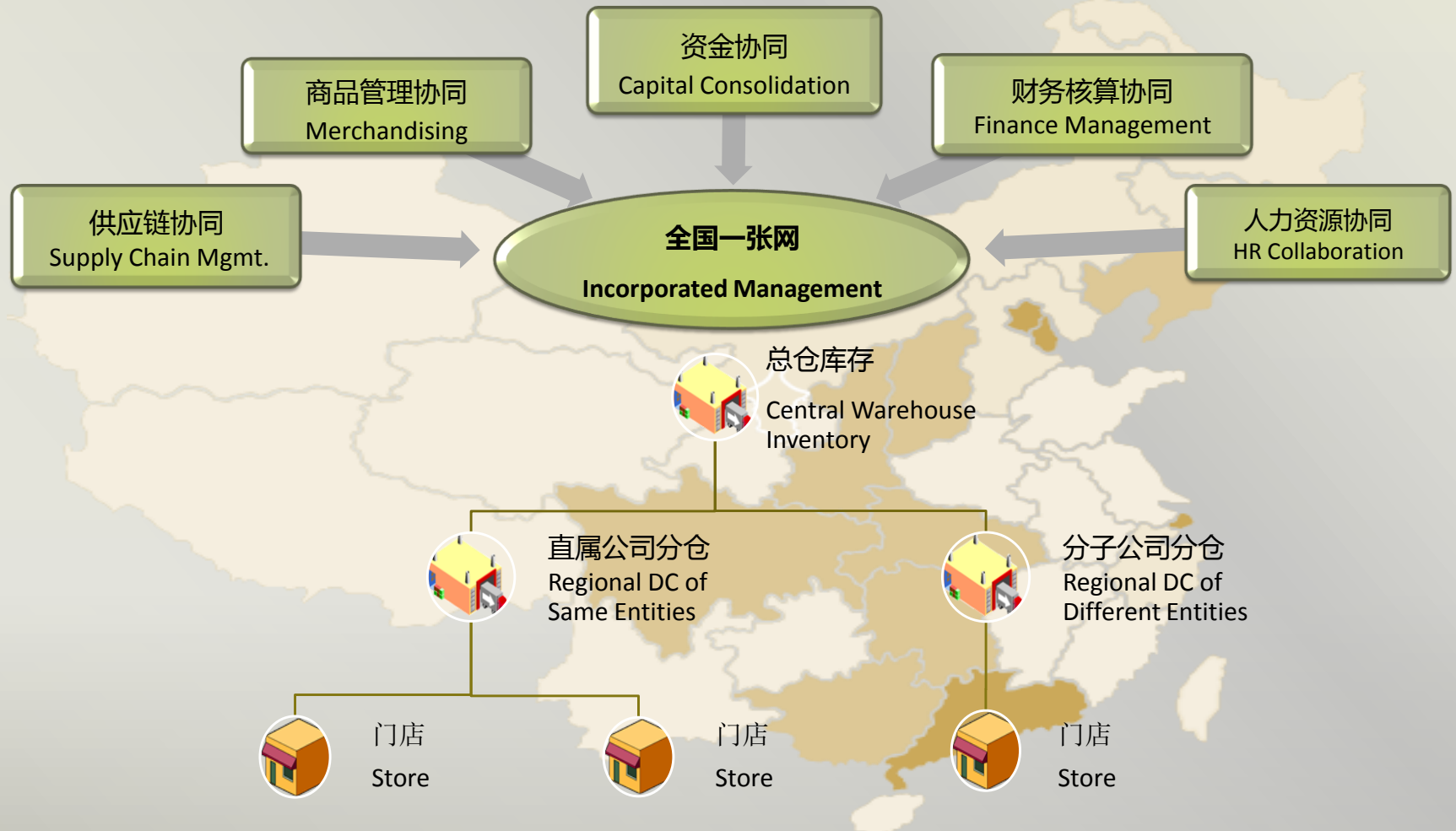
- 提升财务管理能力，推进财务业务一体化的管控体系 Build up integrated Finance/ business monitoring system
- 强化人力资源管理整体能力，建立对优质专项资源的激励机制 Strengthen HR management capability through various incentive mechanism
- 强化信息的整合，确保管理层能够及时、充分的掌握各类信息，以提升企业整体的决策、应变能力 Ensure availability of integral and timely information to escalate decision making and fast response capability



然后，从优化/建设核心能力的角度梳理信息化需求

Secondly, sort out IS requirement from the perspective of optimizing/ building up core competence

实现全网运作的运营模式，需要企业建构强大的商品计划协同能力、供应链协同能力、资金协同能力以及财务与人力资源协同能力，才能保障和支持该模式的运行
Retailer must have strong capabilities in Merchandise Planning, Supply Chain Collaboration, Capital Consolidation, and Finance/HR Collaboration to ensure operation excellence in the whole network.



这几大核心能力的具体内容是

These capabilities in details are as follows

商品管理 Merchandising

- 品类规划：针对全公司品类进行GMROI分析、统一规划与布局的能力
- Assortment planning: analyze, plan, and allocate the entire portfolio supported by GMROI measurement
- 商品计划：针对所有品类形成从预测到计划到执行指导及季后分析的完整闭环管理
- Merchandise planning: product/category management cycle from forecast to execution to post analysis
- 供应链计划：针对全公司门店的供应链协同计划能力，铺货计划与补货计划
- Supply Chain planning: allocation, replenishment, and other supply chain collaboration plan
- 库存计划：针对全网的库存分配、调拨与平衡能力
- Inventory planning: inventory balancing across the company

供应链管理 Supply Chain Management

- 实现全集团内对商品的可视化、追踪与管理
- Obtain visibility over product flow in the company and be able to track and control
- 实现商品全流程的供应链的高效性和安全性，以支持全网运作
- Ensure end to end supply chain process efficiency and security to support integrated business operation.

资金管理 Capital Consolidation


- 面向全集团集中的资金管理体系，发挥全集团的资金合力，支持企业规模扩大
- A nation-wide capital management system will be able to realize synergy of total capital within the group and support enterprise growth.

财务核算 Finance Management

- 高效的财务核算能力支持总部与全网各单位的精确核算
- Highly efficient finance capability will support accurate accounting and settlement between HQ and other entities.

人力资源 HR Management

- 面向全集团的人力资源管理和评估体系保障全网运作
- A universal human resource management and appraisal platform to support across geography operations.



供应链能力的建设与优化应该也必须成为企业信息化不可分割的关键部分

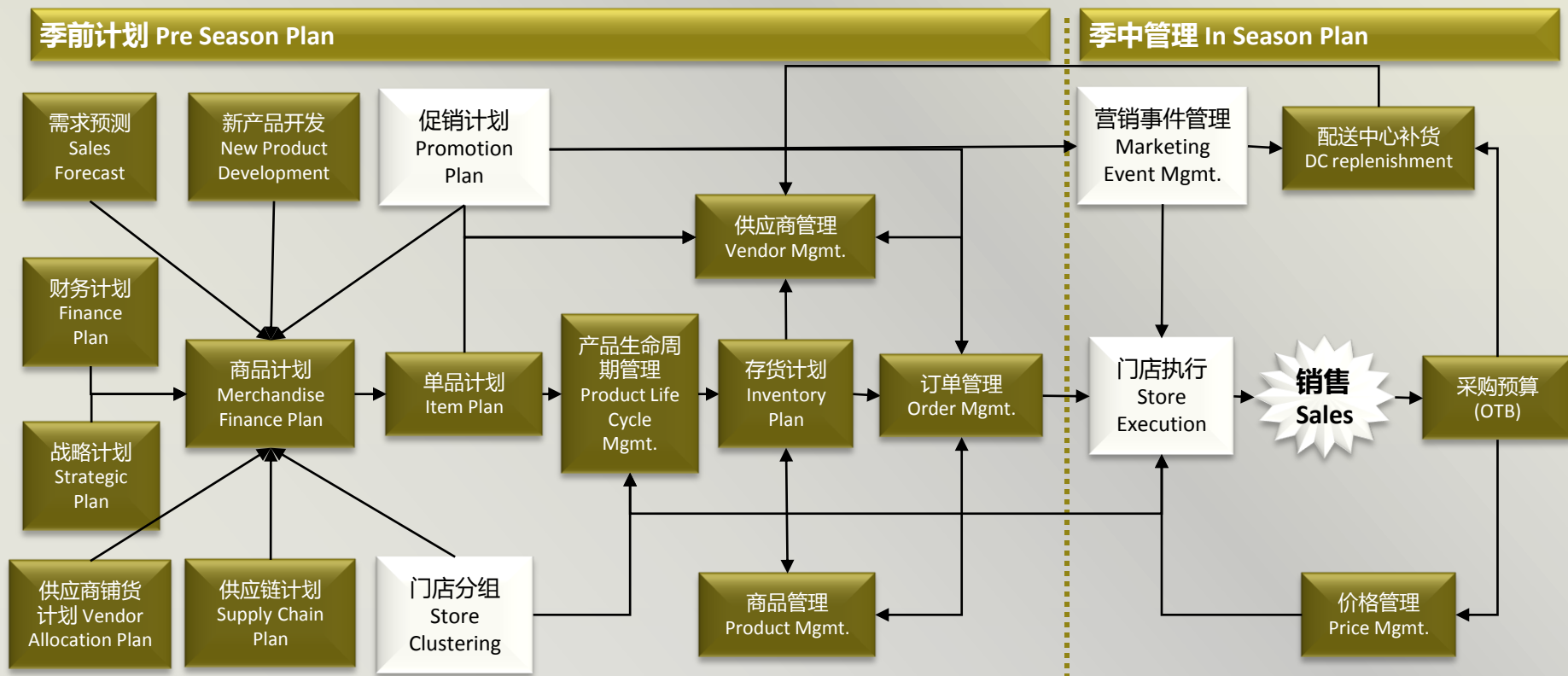
So the construction and optimization of supply chain capability must become an integral part of information system capability



商品计划
Merchandising

商品计划体系

Merchandise Planning System



组织协同—业务流程系统—系统整合与架构支持

Organization Collaboration- Business Process – System Integration and Infrastructure Support

需求预测功能应先考虑建立信息源平台，按最细的数据颗粒度存放信息，并配以常规的历史数据统计分析功能；远期考虑建立预测模型

Forecasting will work on top of database which has the lowest level of historical data with the support from normal analytical functions. Simulation / modeling system will be the next step.

需求预测功能 Demand Forecast Function

总部采购计划人员
HQ Purchasing Planner

- 系统提供全国范围内的零售以及批发渠道上的信息，可按需求追溯到最细颗粒度 System provides nation wide retail and wholesale information at the lowest level
- 系统提供的按品牌、按型号等维度的数据统计 System provides statistics by brand, SKU...



- 依据系统提供的信息，对各品牌的需求总量进行预测判断和调整
- Forecast/ adjust total demand

总部零售计划人员
HQ Retail Demand Planner

- 系统提供全国范围内信息查询 System provides national information inquiry
- 系统提供按城市、按品牌型号、按门店类型的数据统计 System provides statistics by city, brand, SKU, store...



- 依据系统提供的信息，对各品牌在零售网络中需求总量的预测判断和调整
- Forecast/ adjust demand by retail channel

区域/分子公司计划人员
Regional Planner

- 系统提供区域内信息查询 System provides regional information inquiry



- 依据系统提供的信息，进行预测判断
- Forecast/ make decision

门店信息录入
Store input



对接
Interface

经销商门户
Distributor portal



导入 Upload
对接 Interface

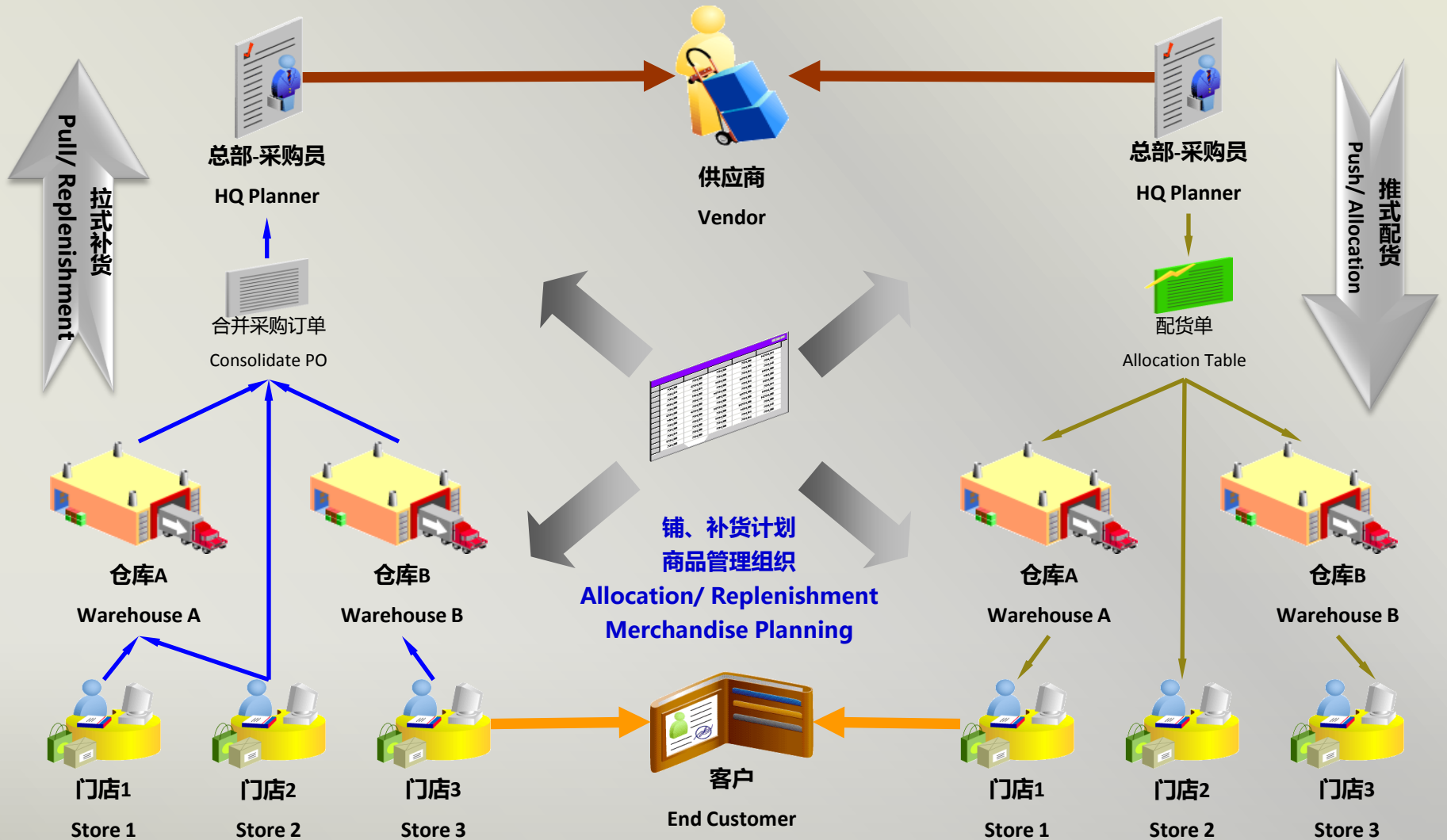
销售客服录入订单
Customer service key
in order



数据源最细颗粒度 Raw data at lowest level

零售商遵循“推拉结合”的供应链策略

Retailer usually follows a supply chain strategy combining both push and pull.





采购
Purchasing

通过多级公司组织架构体系以及商品信息管理、目录管理和主数据管理等功能全面支持两级采购、总部监控的运营模式

Support centralized purchasing model enabling headquarter controlled and region authorized through setup of multi-level purchasing organization structure and item/vendor master management

采购子系统 Purchasing Sub-system

采购智能分析
Purchasing Intelligence

供应商门户
Vendor Portal

电子采购
E-Purchasing

寻源与计划
Sourcing and Planning

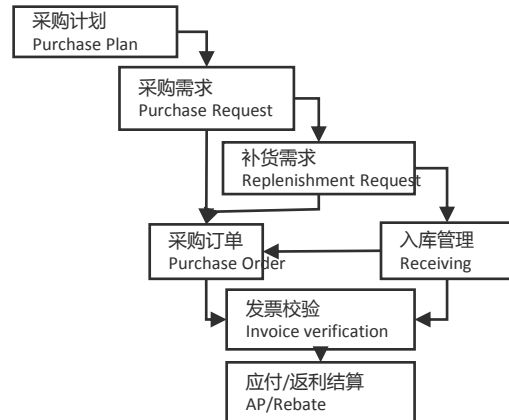
采购核心模块
Core Purchasing Module

采购合同
Purchasing Contract

库存模块
Inventory Management Module

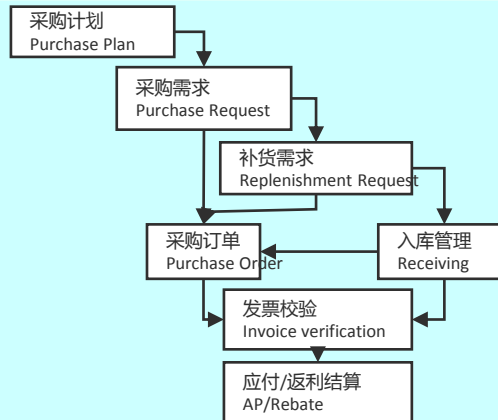
负责集中采购的公司
Centralized Purchasing Entity

一级采购目录 First Tier Catalogue



授权进行区域采购的分子公司
Authorized Regional Purchasing Entity

地域采购目录 Regional Catalogue



支持模块
Supportive

可选模块
Optional

建议模块
Basic

- ✓ 通过组织结构与采购商品目录的对应关系固化分级采购确立的各实体经营范围和权限 Control purchase scope and authority of each entity through interlocking between organization and item catalogue
- ✓ 供应商门户可以实现信息协同和可视化，并可以集成其ERP实现电子采购 Vendor portal provides data collaboration and visibility, and enables E-purchasing by integration with ERP
- ✓ 区域采购的商品、供应商等主数据信息在总部的数据库中统一维护、校验和更新，确保供应商在系统中唯一性 Regional purchased item/ vendor master is managed in HQ database to ensure data uniqueness
- ✓ 系统支持总部可查询到集采和地采的实际采购交易信息（包括商品款式、数量、价格），从而对采购过程给与指导、支持和监控 System enables inquiry of both central and regional purchase details (item, qty, price) to realize centralized control over purchase process

IT应用系统对采购管理意义重大，是有效提高业务效率，提升渠道采购透明度，保障高收益品类供应的全面信息平台

IT system plays significant role in Purchasing Management. It provides a platform to boost purchase efficiency, improve purchase channel visibility, and ensure stable supply of top SKUs.



改善供应链战略与执行监控
Improve Supply Chain Strategy and Execution

采购计划
Plan Purchase



战略意图的渗透
Implement strategy

掌控采购
Control Purchase



衡量预算结余与采购绩效评估
Budget measurement and performance appraisal

制度监控
Supervision



确保制度的执行严肃性
Ensure stringent execution of process



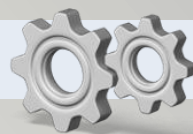
提高采购业务效率
Improve Purchase Efficiency

采购申请 / 审批
Purchase request/approval



简化过程
Simplify process

订单管理
Order management



标准化与统一采购流程
Standardize purchase process

供应商协同
Vendor collaboration



供应商自助服务
Vendor self-service

数据分析
Data analysis



增加成本的透明度
Increase costing visibility

品类获取
Build assortment



帮助获取高收益或快速周转品类
Identify top category/SKU

库存策略
Inventory strategy



帮助提升库存周转率
Improve inventory turnover

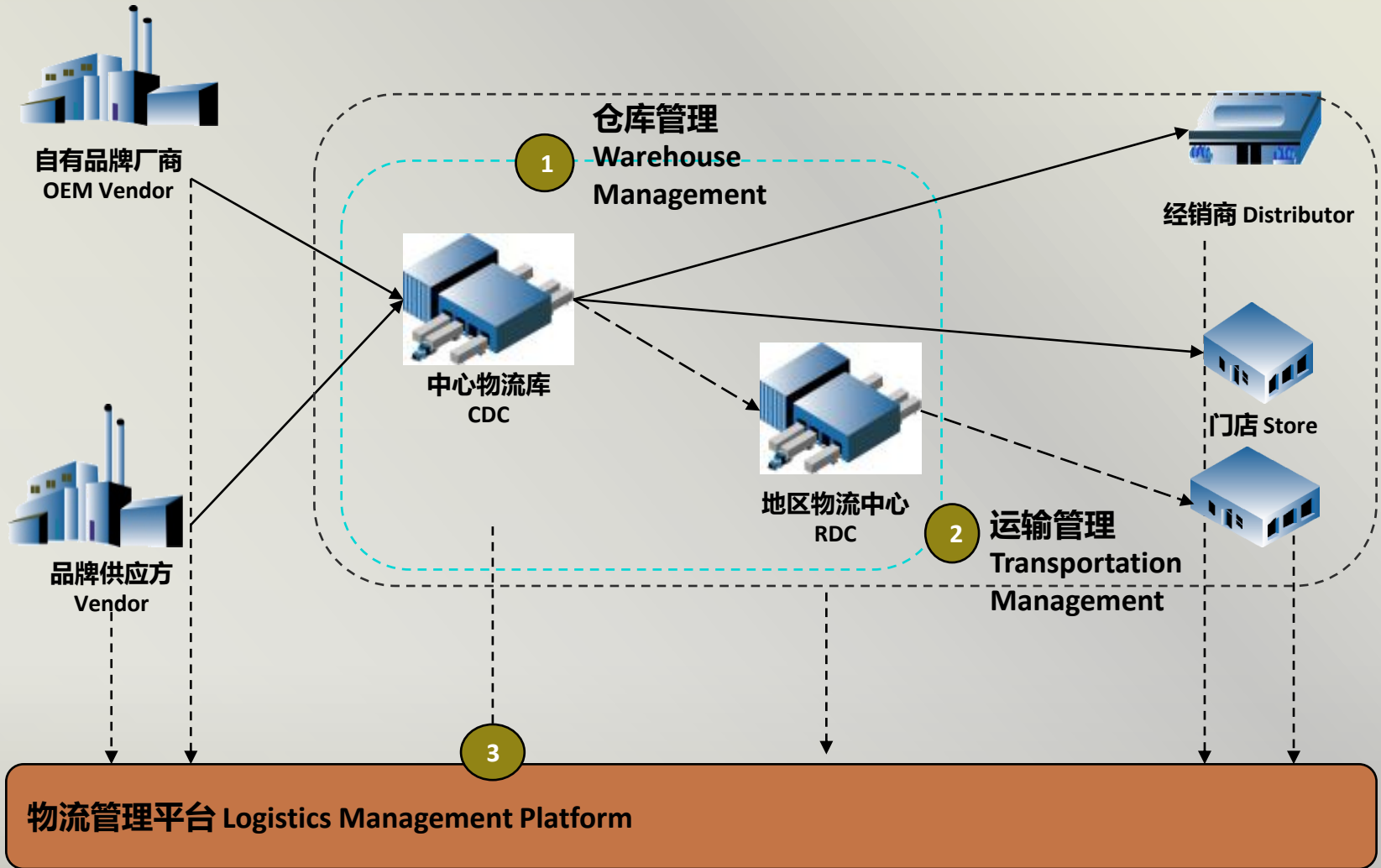


降低采购成本,帮助提速库存与销售
Cut Purchase Cost. Help Boost Inventory Turnover and Sales



物流
Logistics

仓库管理、运输管理以及物流管理三个方面信息化管理 Warehouse, transportation, and logistics management





销售
Sales

从销售环节的流程全景图识别信息化需求

Identify IS requirement from entire sales process

管理销售订单 Manage Sales Order





结语

企业信息化建设必须建筑在对商业模式、核心竞争力、与运营流程的深刻认识基础之上。尤其是广义供应链能力及从计划、采购、加工到销售的端到端运营流程应该得到信息系统的全面支持和固化。反之亦然

Conclusion

Enterprise IS capability must be constructed on the basis of deep understanding of business model, core competency, and operation processes. In particular, supply chain capability and end to end operational process of planning-purchasing-processing-sales must be supported and solidified by information system, vice versa.



问题？
Question？

谢谢
Thank You

徐雄杰 Patrick Xu

25 Sep 2012

