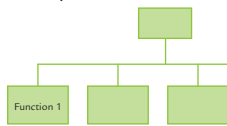
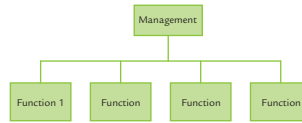


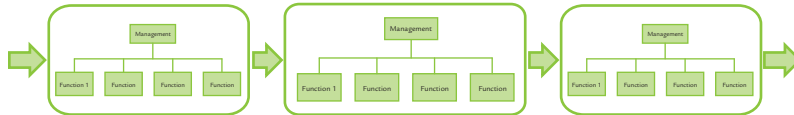
Analysis of function



Analysis of company



Analysis of supply chain



Analysis of network

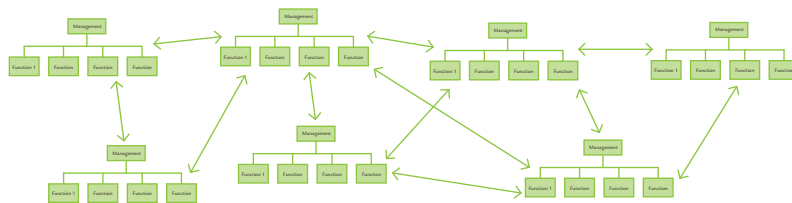


Figure 1.1: Different levels in logistics analysis

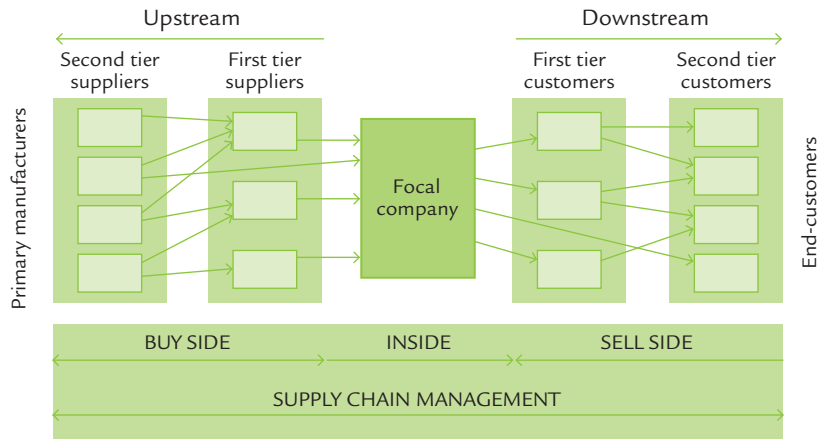


Figure 1.2: Supply network. Source: Harrison and van Hoek (2008: 9)

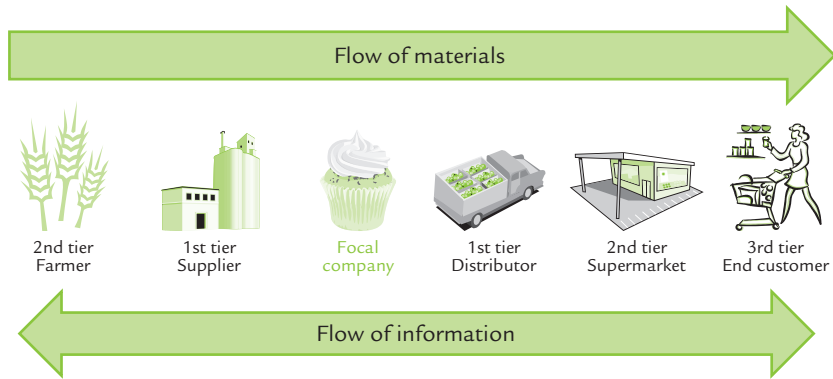


Figure 1.3: Example of a supply chain

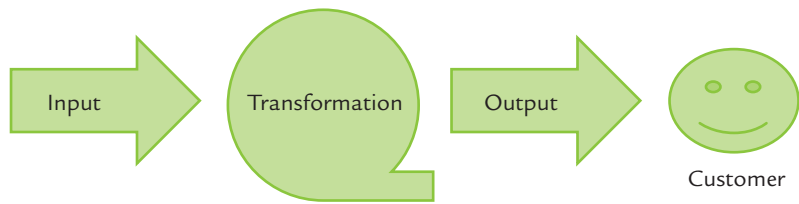


Figure 1.4: The transformation process

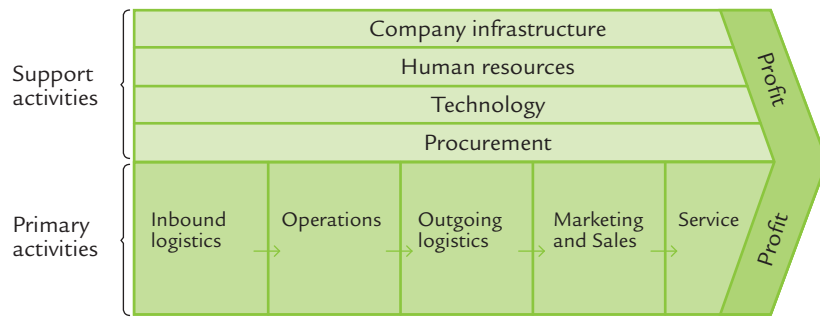


Figure 1.5: The company's value chain. Source: Porter (1985)

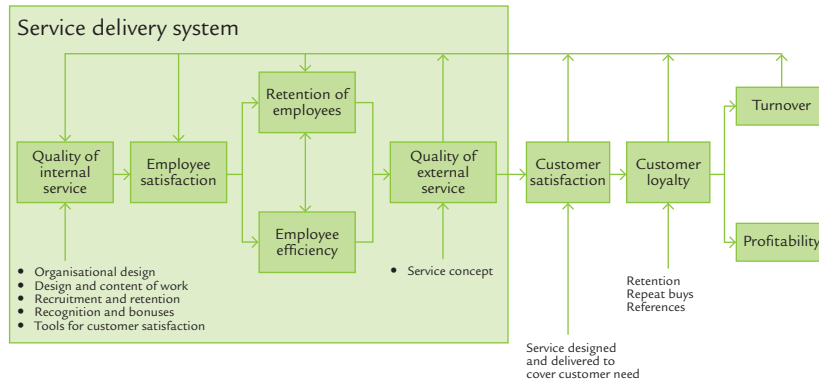


Figure 1.6 Value creation in service companies. Source: Heskett et al. (2008)

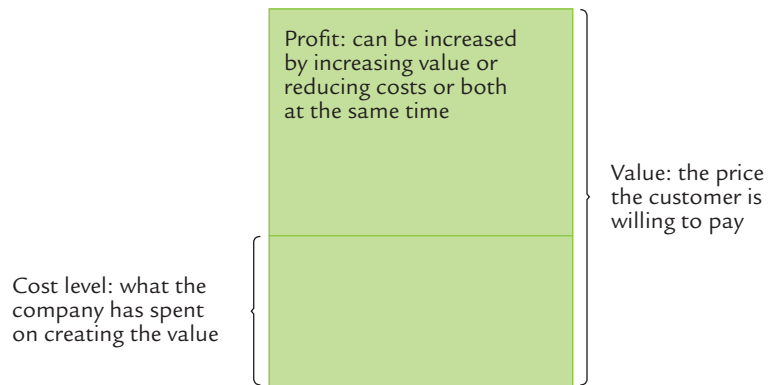


Figure 1.7: The relationship between value and costs

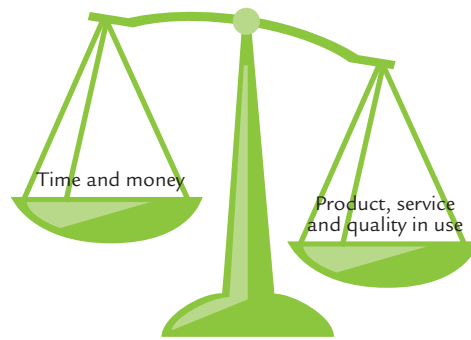


Figure 2.1: The balance between value and cost

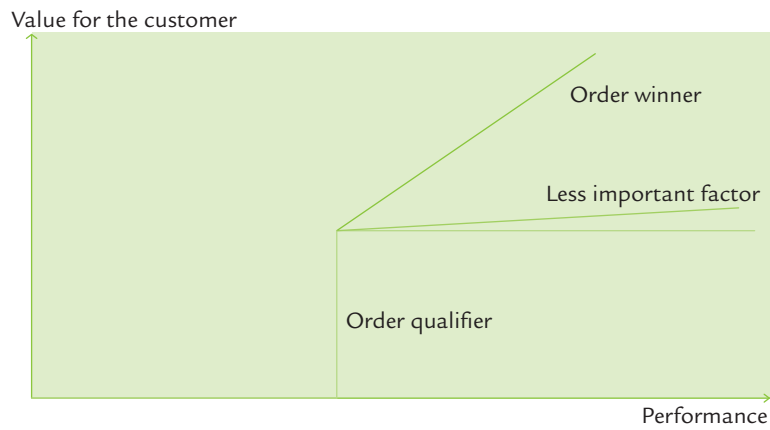


Figure 2.2: The relationship between order qualifiers, order winners and less important factors.

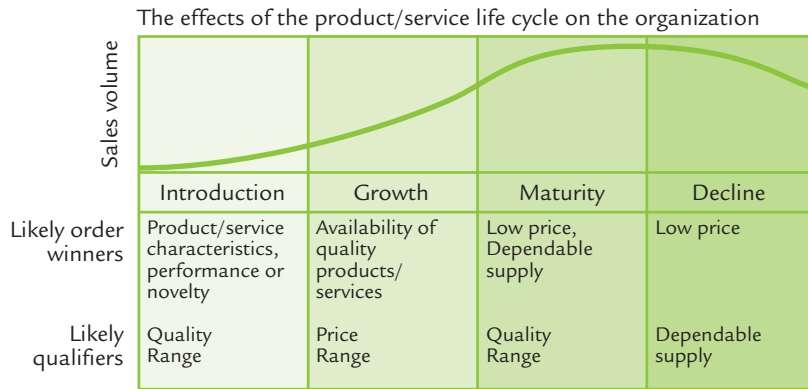


Figure 2.3: Development in order winners and order qualifiers over time. Source: Slack, Chambers and Johnston (2007)

High level of service	Service leader	Cost and service leader
Low level of service	Commodity market	Cost leader
	Low price	High price

Figure 2.4: Logistics and competitive advantages. Source: Christopher (2005)

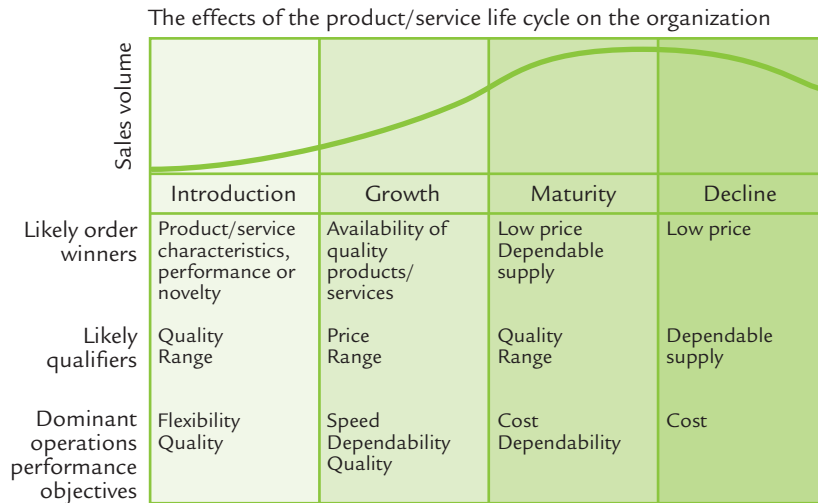


Figure 2.5 Service quality factors over time. Source: Slack, Chambers and Johnston (2007)

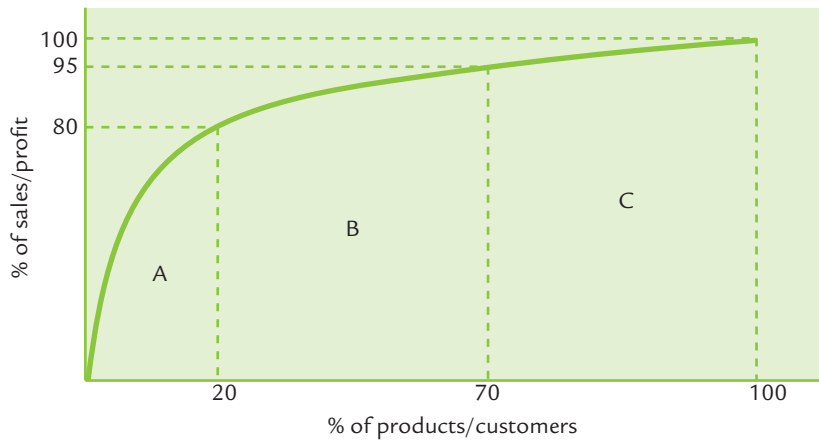


Figure 2.6: Pareto's Law or the 80/20 rule

Products

A	Protect: core customers and core products	← Development towards category A	
B	↑ Development towards category A	Maintain the balance	
C			Constant monitoring necessary to ensure that they are still relevant
	A	B	C

Customers

Figure 2.7: Categorisation of customers and products. Source: Inspired by Christopher (2005)

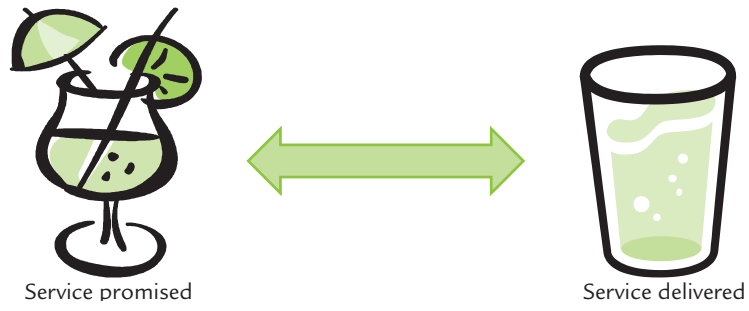


Figure 2.8: Problems in the service structure

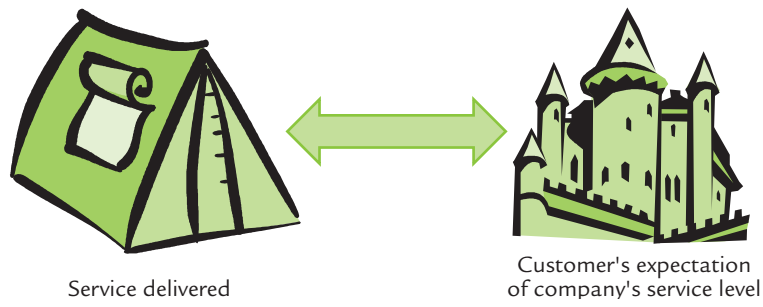


Figure 2.9: Communication problems

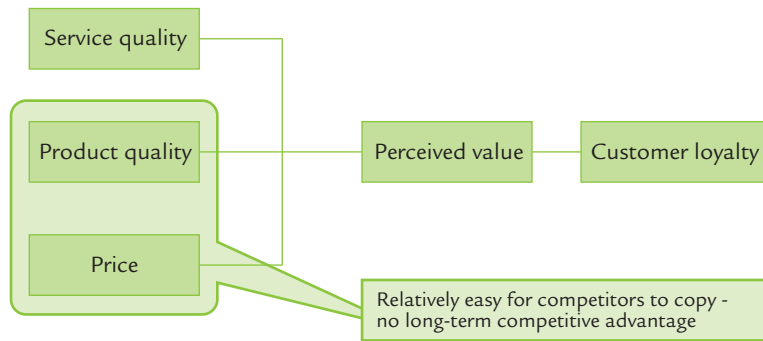


Figure 2.10: Elements in the creation of customer loyalty. Source: Parasuraman and Grewal (2000) reproduced in Harrison and van Hoek (2008)

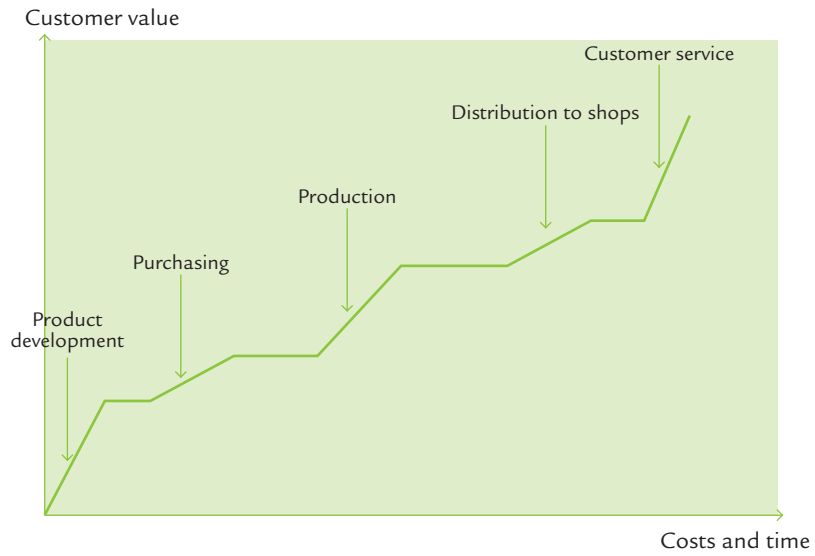


Figure 3.1: Profile for value creation and costs



Figure 3.2: The TAC iceberg. Source: Inspired by Baily et al. (2008)

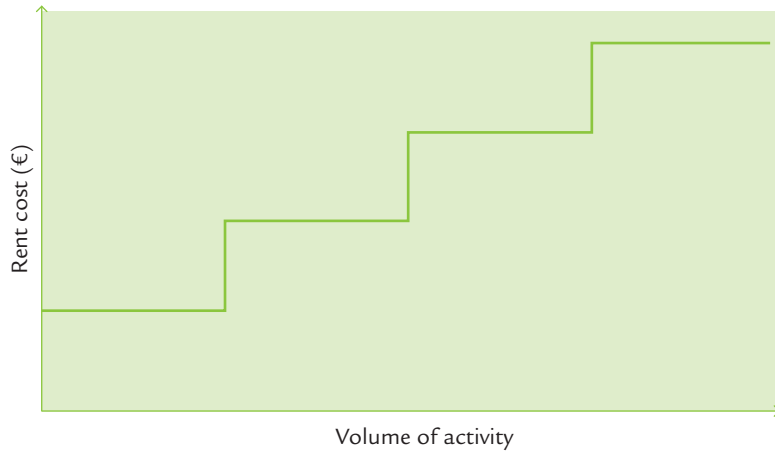


Figure 3.3: Example of 'staircase' development of fixed costs. Source: Harrison and van Hoek (2008)

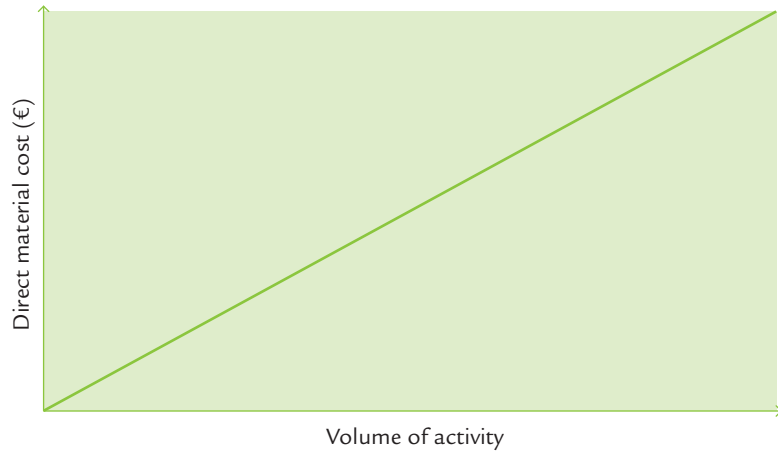


Figure 3.4: Example of variable costs. Source: Harrison and van Hoek (2008)

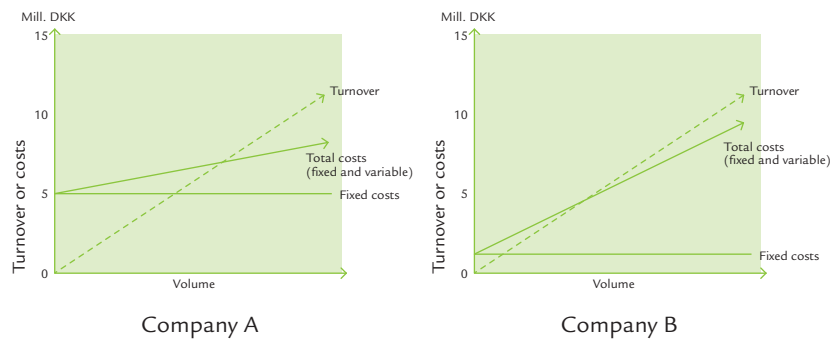


Figure 3.5: Cost structures for companies A and B. Source: Inspired by Harrison and van Hoek (2008)

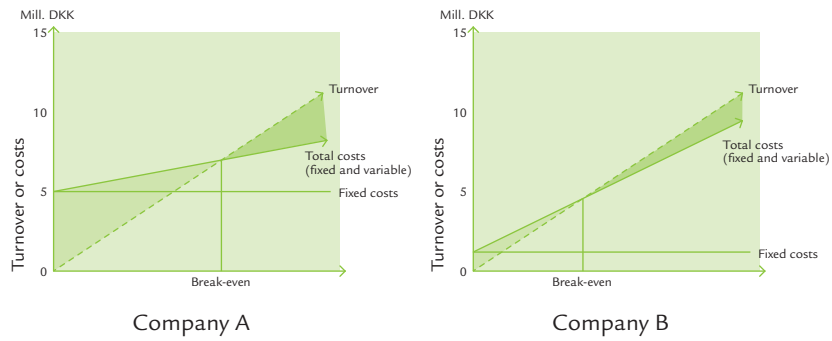
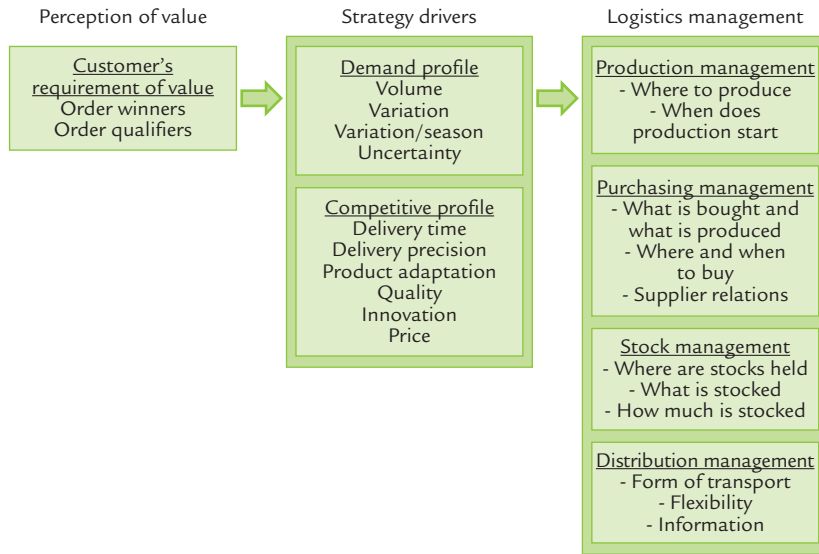


Figure 3.6: Break-even point, risk and profit in companies A and B. Source: Inspired by Harrison and van Hoek (2008)

	€	€
Gross sales for product group		X
– Less product-specific discounts and rebates		<u>X</u>
Net sales by product		X
– Less direct costs of product		<u>X</u>
Gross product contribution		X
– Less product-based marketing expenses	X	
Product-specific direct sales support costs	<u>X</u>	
– Less product-specific direct transportation costs:		
Sourcing costs	X	
Operations support	X	
Fixed-assets financing	X	
Warehousing and distribution	X	
Inventory financing	X	
Order, invoice and collection processing	X	<u>X</u>
– Less product-attributable overheads		X
Direct product profitability		<u>X</u>

Figure 3.7: Suggestion for the identification of Direct Product Profitability (DPP). Source: Harrison and van Hoek (2008)



*Figure 4.1: The customer's value perception and its importance to logistics.
Source: Harrison and van Hoek (2008)*

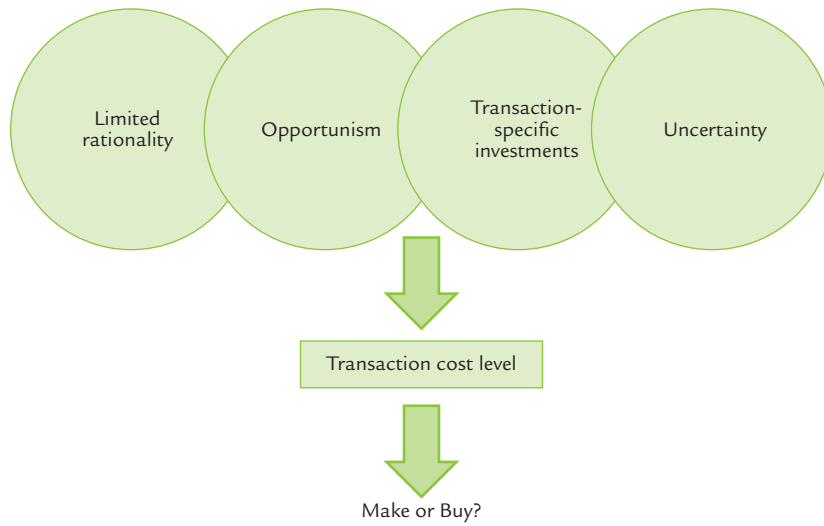


Figure 4.2: Transaction costs in make-or-buy decisions

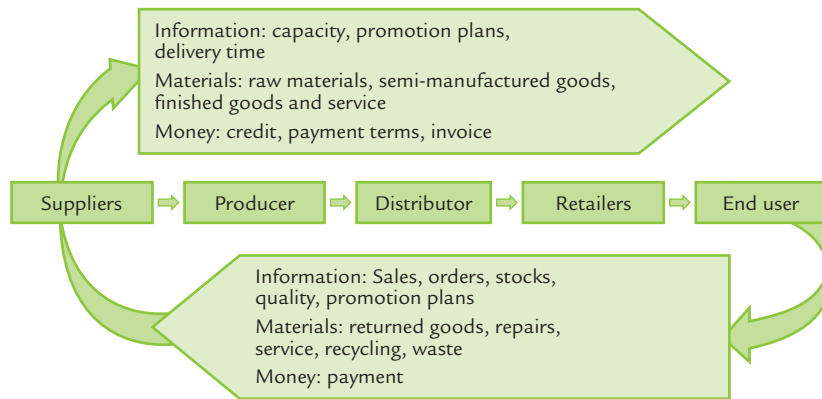


Figure 5.1: Supply chain flows. Source: Inspired by Lee (2000)

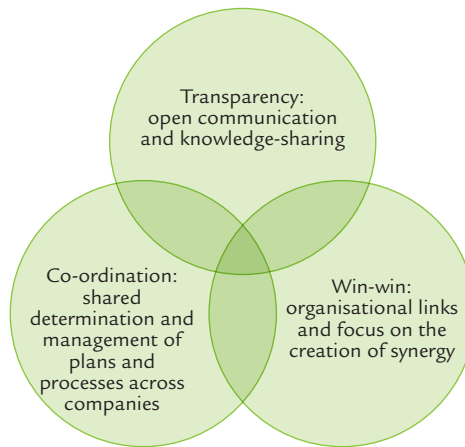


Figure 5.2: Elements of supply chain management

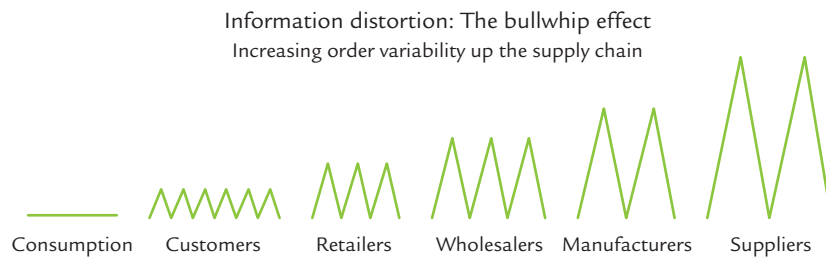


Figure 5.3: The bullwhip effect

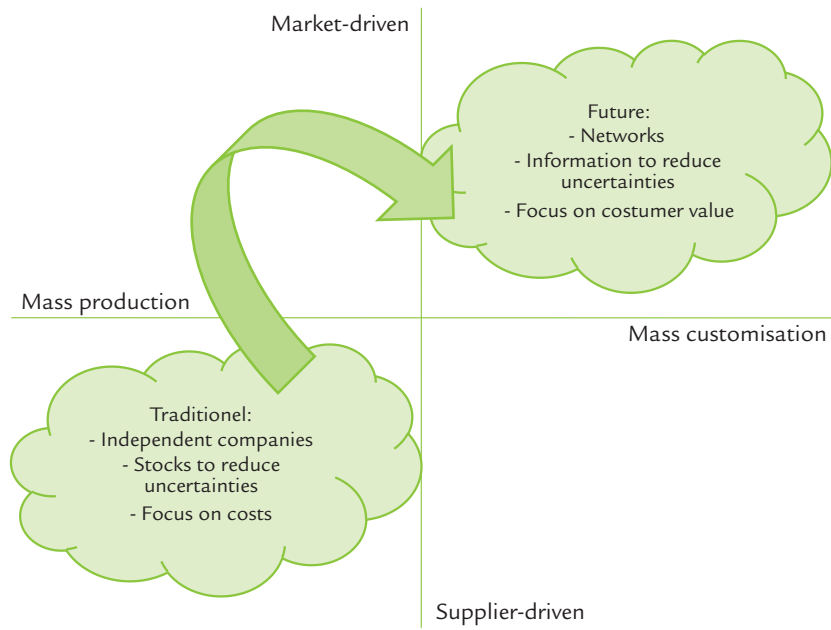


Figure 5.4: Traditional and future supply chains. Source: Inspired by Christopher (2005)

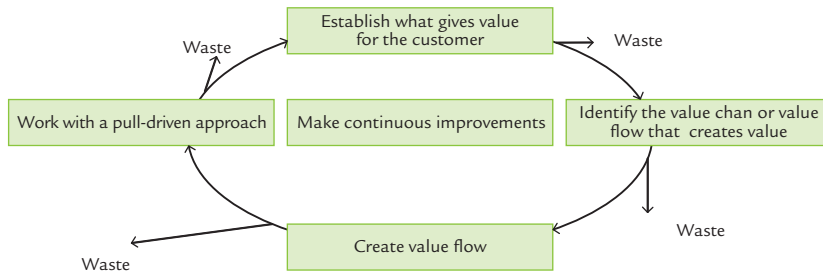


Figure 6.1: The principles of Lean. Source: Harrison and van Hoek (2008)

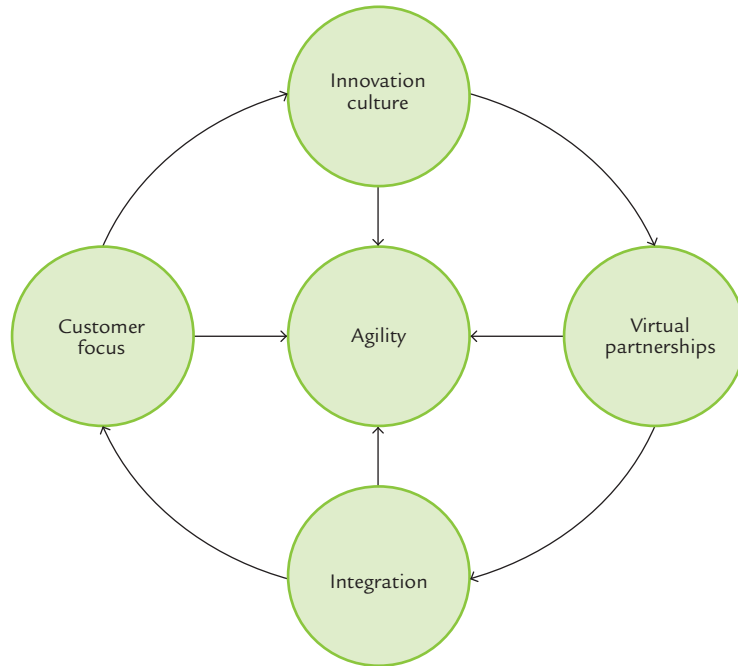


Figure 6.2: Components in an Agility-driven supply chain. Source: Inspired by Harrison and van Hoek (2008: 205) and Lysons and Farrington (2006: 144).

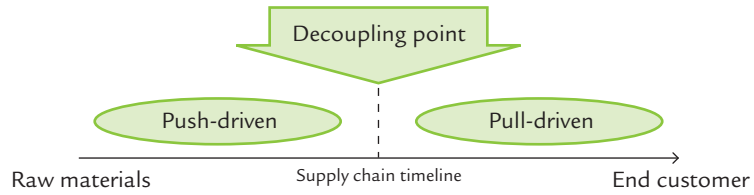


Figure 6.3: Push and pull in the supply chain. Source: Levi, Kaminsky and Simchi-Levi (2003)

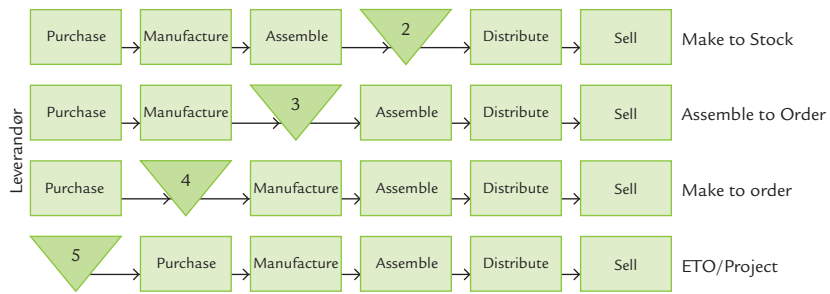


Figure 6.4: Different positioning of the decoupling point. Source: Hildenbrand (2008)

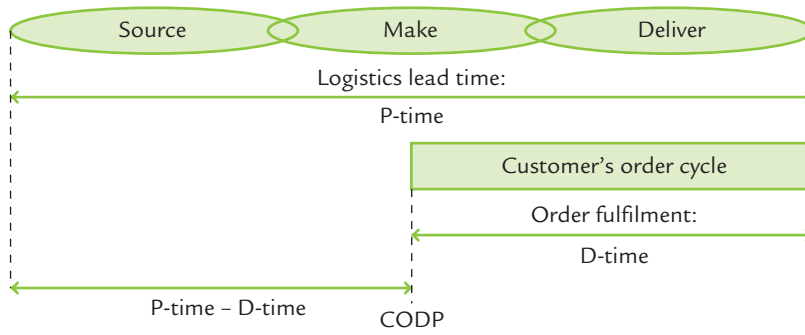


Figure 6.5: P-time, D-time and the relationship between them. Source: Harrison and van Hoek (2008: 151)

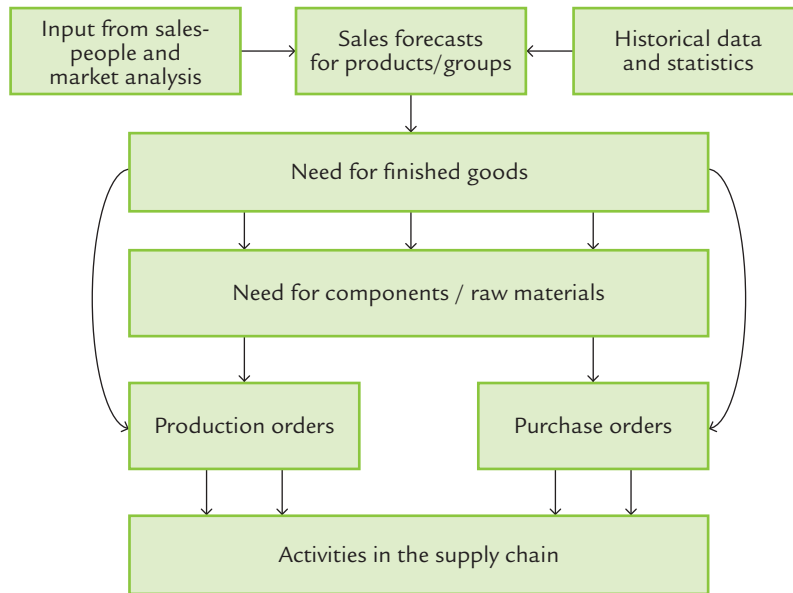


Figure 6.6: Initiation of activities in push-based logistics

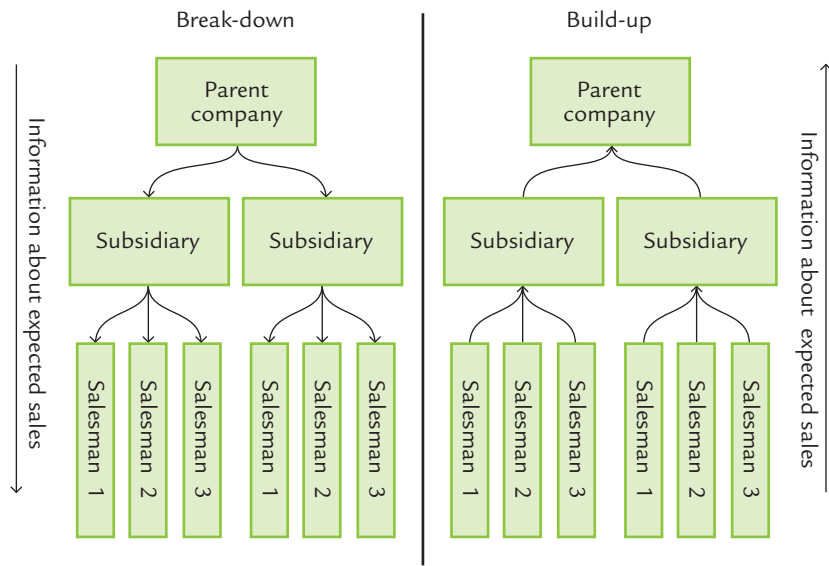


Figure 6.7: Methods of qualitative forecasting

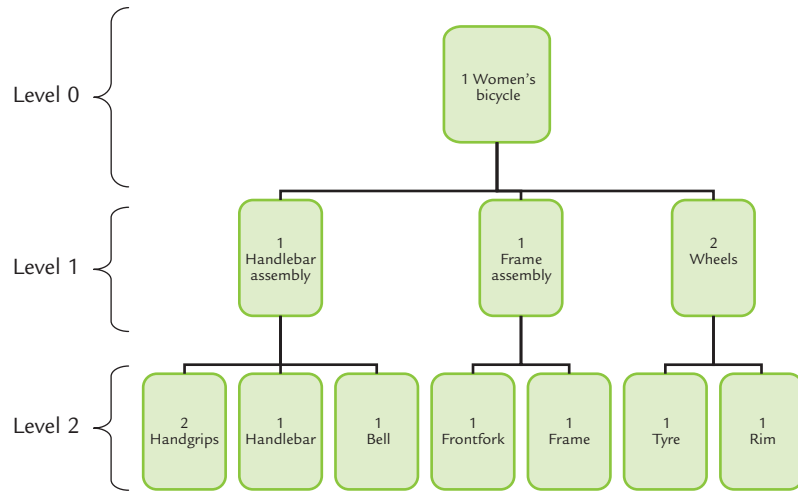


Figure 6.8: Example of a bill of material

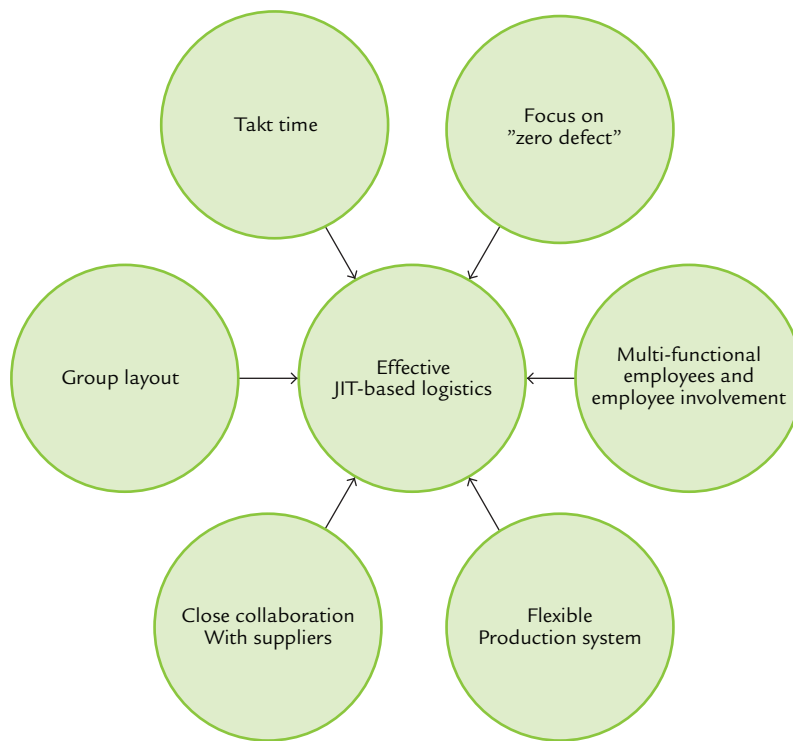


Figure 6.9: Tools in JIT for the reduction of P-time

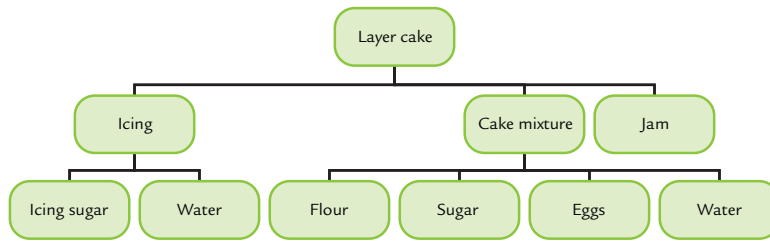


Figure 6c: The cake bakery

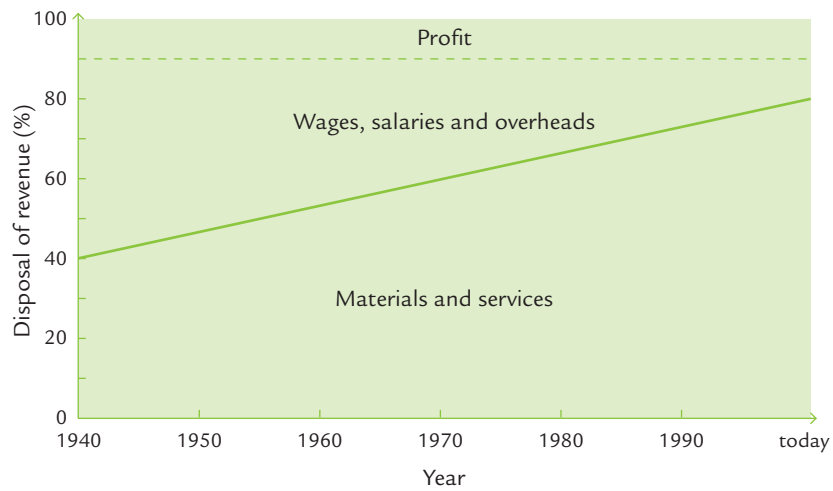


Figure 7.1: Development in cost allocation between wages and materials in the production of goods. Source: Baily et al. (2008: 12)

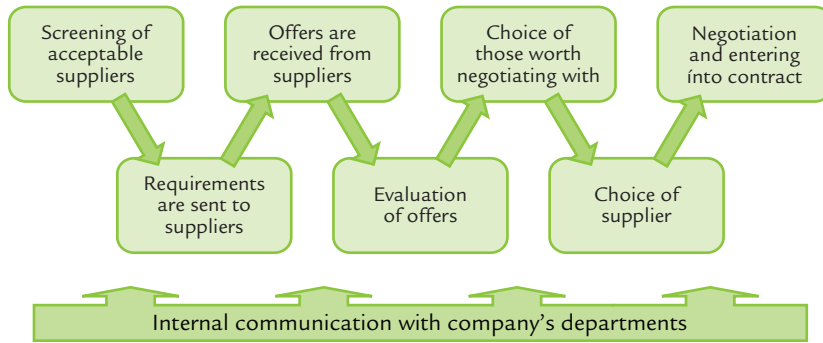


Figure 7.2: Example of the purchasing function's operational processes. Source: Inspired by Jensen et al. (2010)

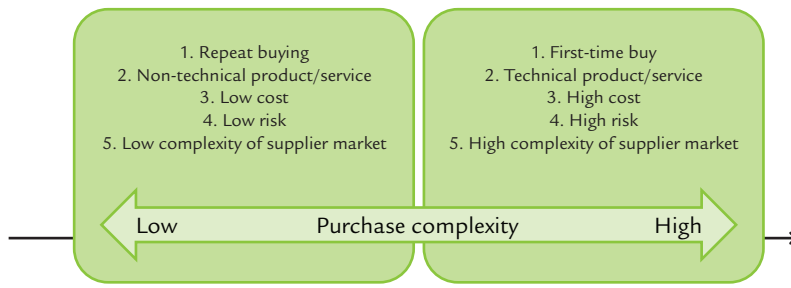


Figure 7.3: The complexity of purchasing

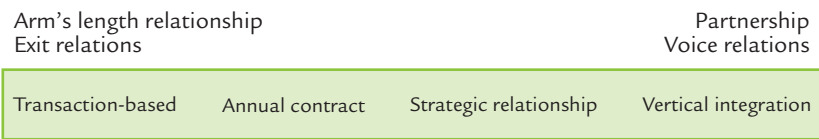


Figure 7.4: Supplier relations continuum

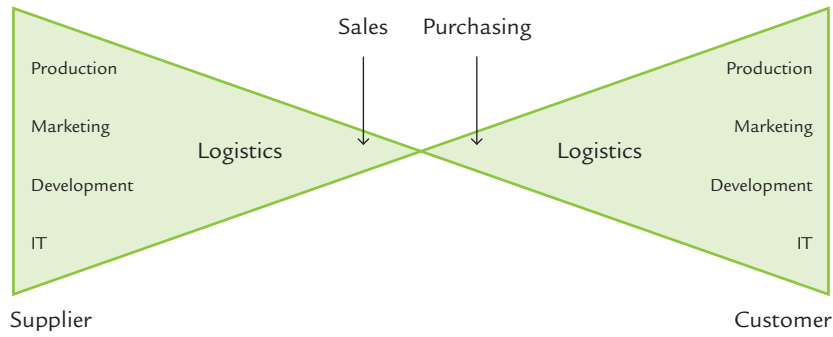


Figure 7.5: Butterfly collaboration model. Source: Inspired by Harrison and van Hoek (2008: 48)

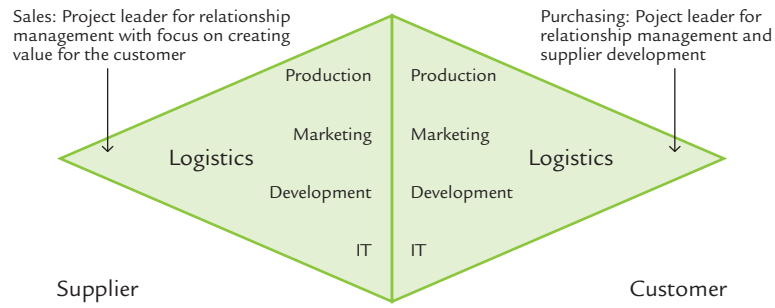


Figure 7.6: Diamond collaboration model. Source: Inspired by Harrison and van Hoek (2008: 48)

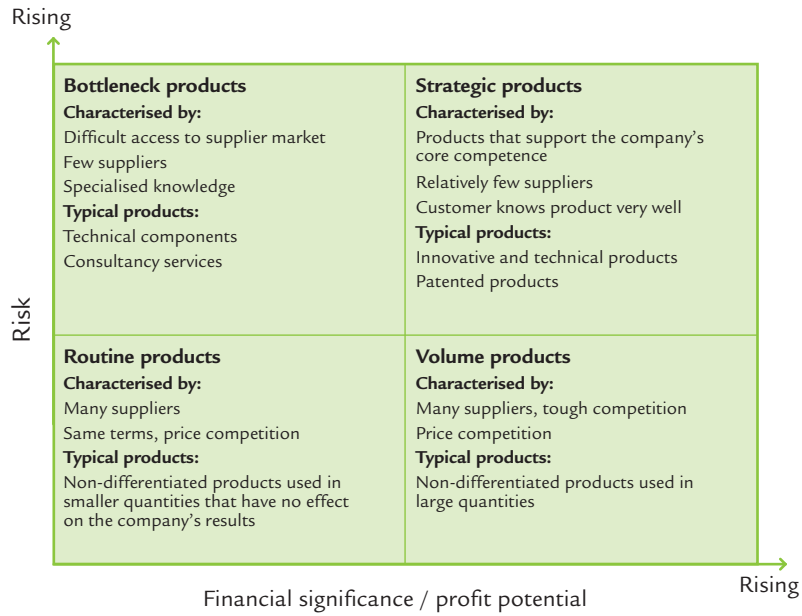


Figure 7.7 The Kraljic model. Source: Inspired by Baily et al. (2008: 16)

Direct distribution



Indirect distribution



Figure 8.1 Direct and indirect distribution

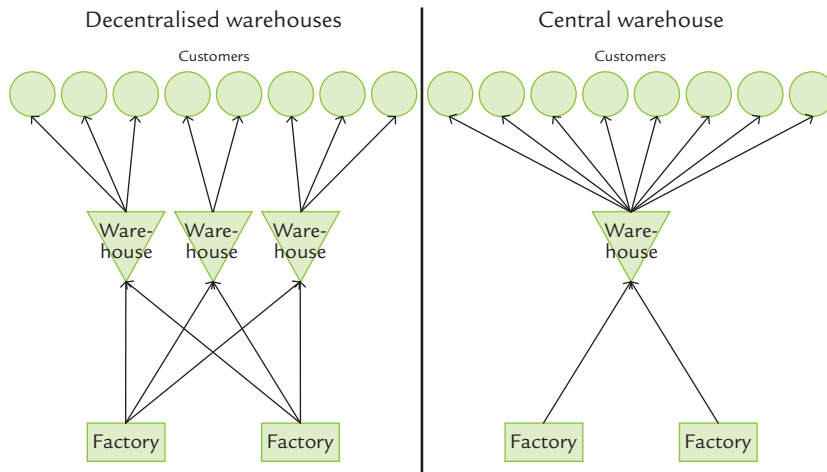


Figure 8.2 Central and decentralised warehousing

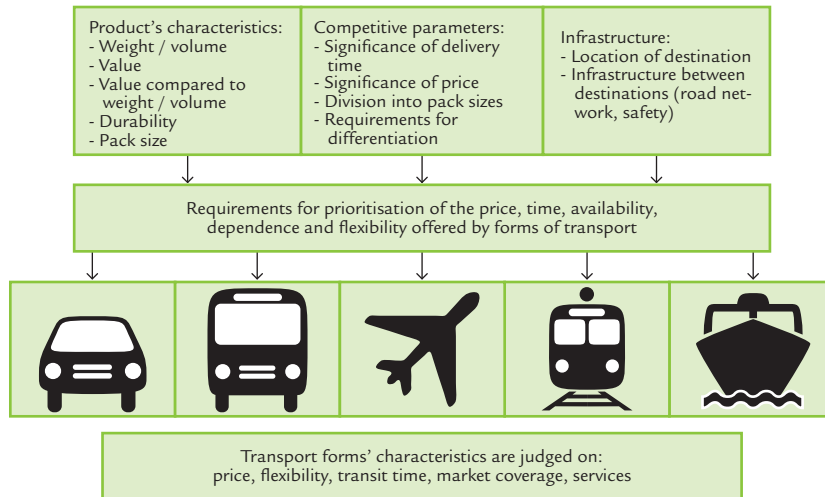


Figure 8.3 Choice of means of transport

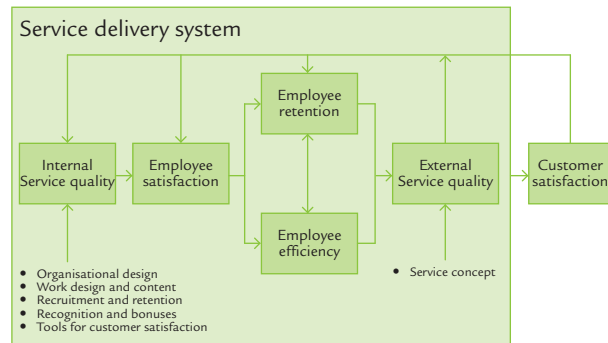


Figure 9.1 The creation of value through the service delivery system. Source: Reworked version of the model in Heskett et al. (2008)

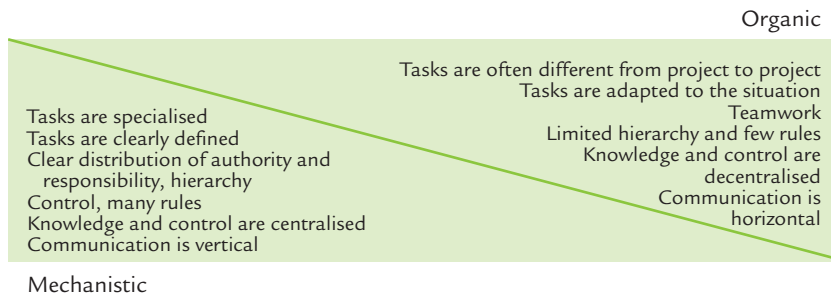


Figure 9.2 Mechanic and organic organisations. Source: Adapted from Dinitzen and Jensen (2010)


Competitive parameters (in order of priority)	Price	Innovation
	Quality	Product adaptation
	Delivery time	Quality
	Delivery precision	Delivery precision
	Product adaptation	Delivery time
	Innovation	Price
Demand profile	High volume	Low volume
	Low variation	High variation
	Small fluctuation in demand	Large fluctuation in demand
	Low uncertainty in demand	High uncertainty in demand
		
	Mechanistic design	Organic design

Figure 9.3 Strategy drivers' influence on effective organisational design

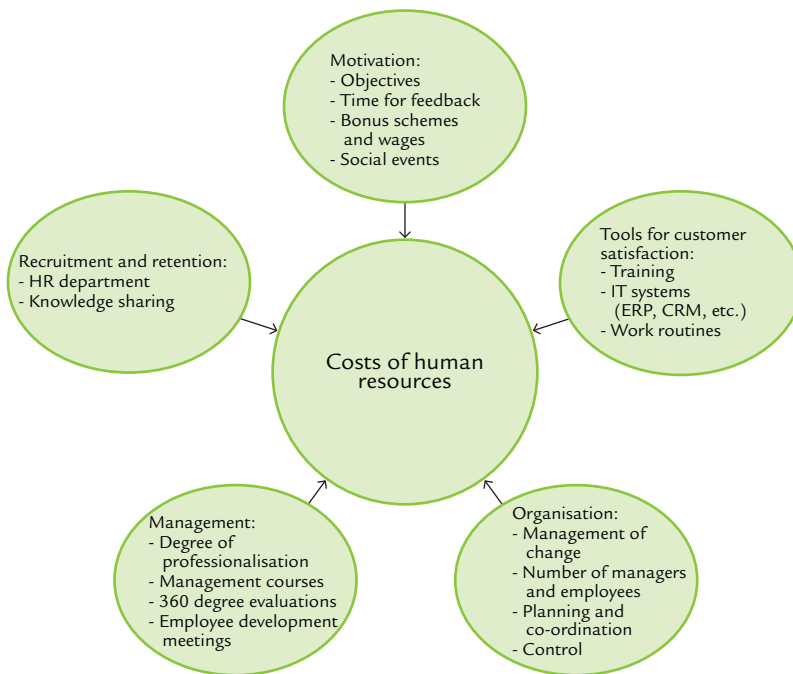


Figure 9.4 Costs of human resources



Jyske Bank's net publication "Fundamentet" (the Foundation) the model is accompanied by the following quotation:

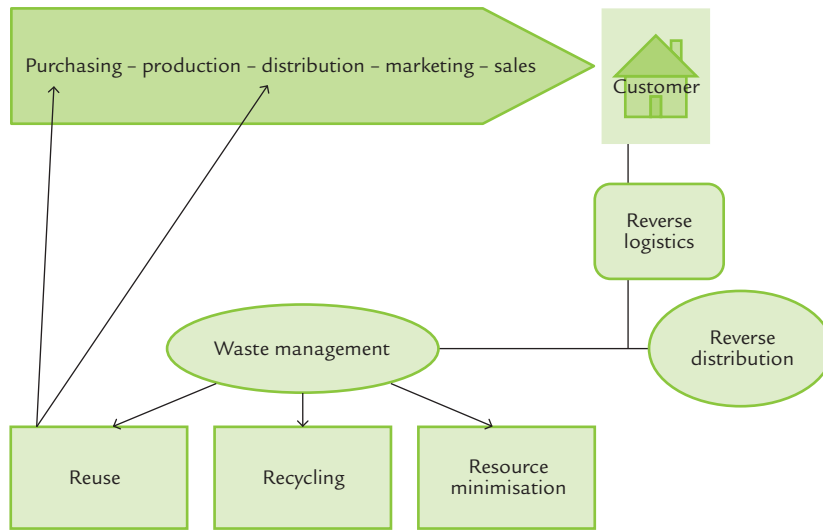


Figure 10.1 Reverse logistics

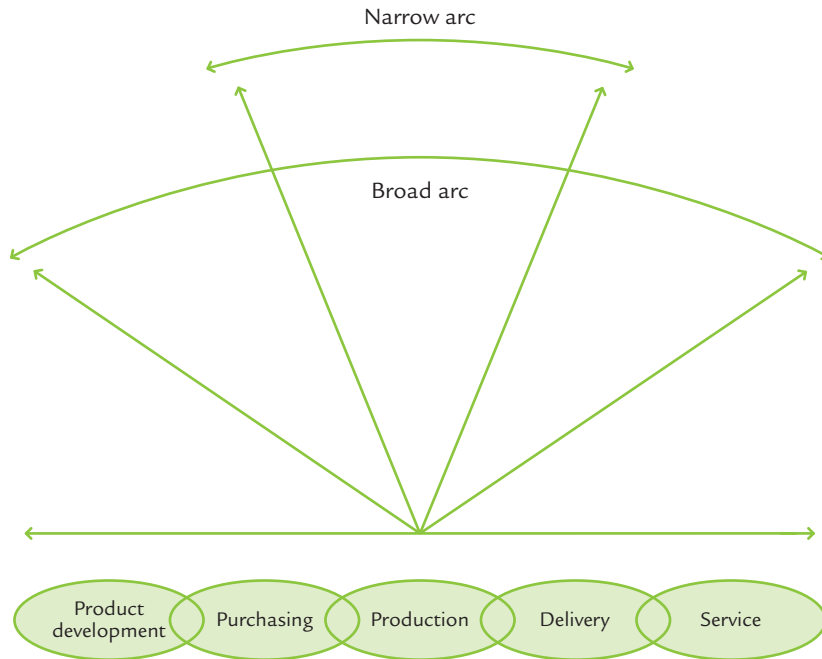


Figure 11.1 The range covered by the IT solution. Source: Harrison and van Hoek (2008).

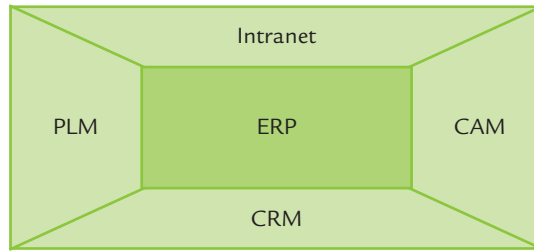


Figure 11.2 Elements in the company's internal IT solution

End-User Service Delivery					
Analytics	Strategic Enterprise Management	Financial Analytics	Operations Analytics	Workforce Analytics	
Financials	Financial Supply Chain Management	Financial Accounting	Management Accounting	Corporate Governance	
Human Capital Management	Talent Management		Workforce Process Management	Workforce Deployment	
Procurement and Logistics Execution	Procurement	Supplier Collaboration	Inventory and Warehouse Management	Inbound and Outbound Logistics	Transportation Management
Product Development and Manufacturing	Production Planning	Manufacturing Execution	Enterprise Asset Management	Product Development	Life-Cycle Data Management
Sales and Service	Sales Order Management	Aftermarket Sales and Service	Professional Service Delivery	Global Trade Services	Incentive and Commission Management
Corporate Services	Real Estate Management	Project Portfolio Management	Travel Management	Environment, Health and Safety	Quality Management

SAP NetWeaver

Figure 11.3 SAP module overview. Source: SAP Danmark

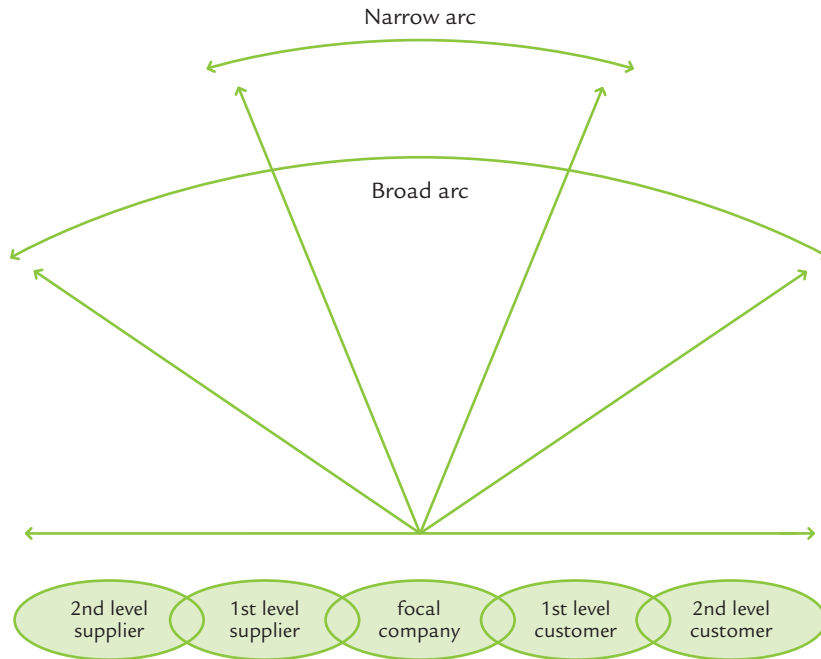


Figure 11.4 The IT range in the supply chain

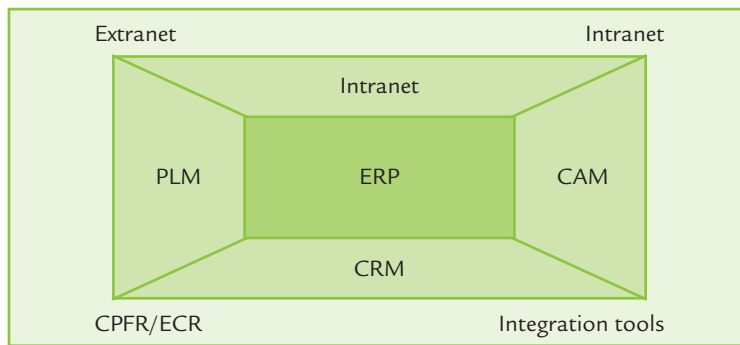


Figure 11.5: Elements in the virtual integration of supply chains

Phase 6	Transformation	Moving the physical shop to the Internet so that all the company's business platform is based on activities on the web.
Phase 5	Relations	Individualisation of the company website for each individual customer so that unique products or services are created for the individual customer.
Phase 4	Transaction	Business transactions on the Internet, primarily ordering and payment.
Phase 3	Integration	System integration of web shop with ERP system's product catalogue, price lists, stock levels, delivery terms, etc.
Phase 2	Interaction	User can subscribe to a range of services or communicate with supplier by e-mail, for example.
Phase 1	Presentation	Presentation of yourself and your product.

Figure 11.6: Phase model for E-commerce



Figure 11.7: Balanced scorecard for the supply chain's efficiency

Measurement area	Customer service	Logistics costs
Supply chain	<ul style="list-style-type: none"> - Delivery time - Delivery flexibility 	<ul style="list-style-type: none"> - Total Cost of Ownership for the customer - Average inventory
Company	<ul style="list-style-type: none"> - Respecting delivery agreements - Degree of information 	<ul style="list-style-type: none"> - Cost price of product - IT costs
Function	<ul style="list-style-type: none"> - Production time - Packaging time - Order processing time 	<ul style="list-style-type: none"> - Production costs - Product development costs - Transport costs
Individual	<ul style="list-style-type: none"> - Precision in registrations - Telephone service - Knowledge of IT 	<ul style="list-style-type: none"> - Time used on machine - Time per delivery

Figure 11.8: Balanced scorecard for the supply chain's efficiency

Benchmarking may elapse like this:

- Identify and understand the processes that are to be measured
- Establish a benchmarking team
- Describe which processes that need to be benchmarked
- Identify benchmarking partners
- Collect data
- Analyse data and set up performance gaps
- Implement changes
- Inform about the results

Figure 11.9: The Benchmarking process



Figure A: HC GROUP

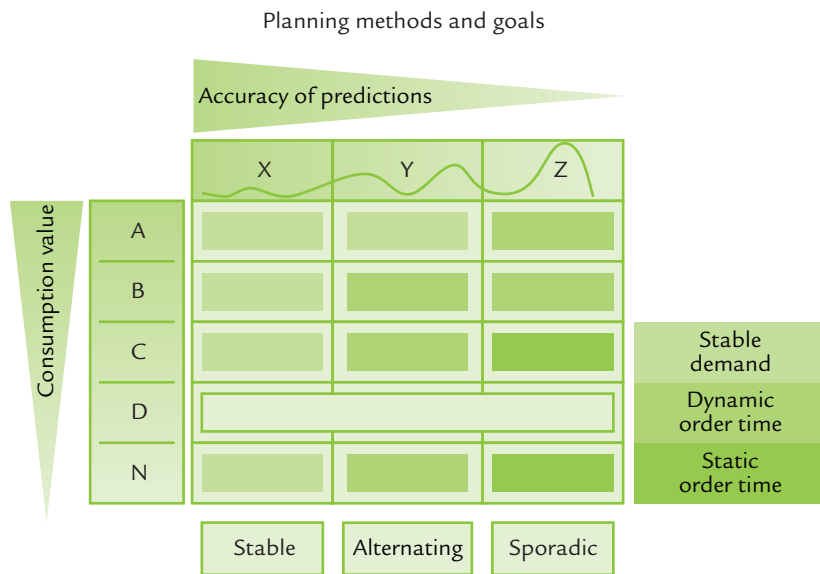


Figure B: Calculations in HC GROUP

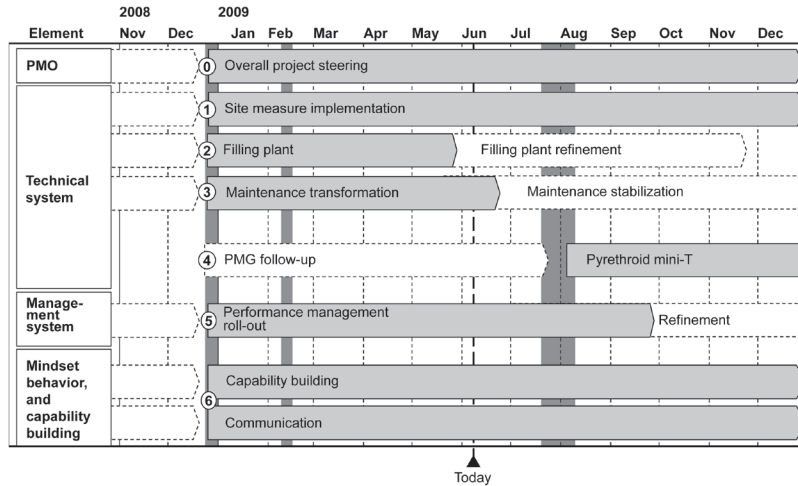


Figure C: Cheminova

0 Transformation phase 3 WORKPLAN FOR 2009



■ Vacation period



Source: Rønland Optimization Team

0

Figure D: Lean at Cheminova

Source: Rønland Optimization team

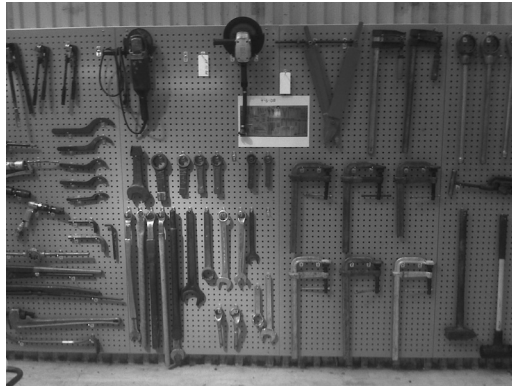


Figure E: Systematisation through a 5S model

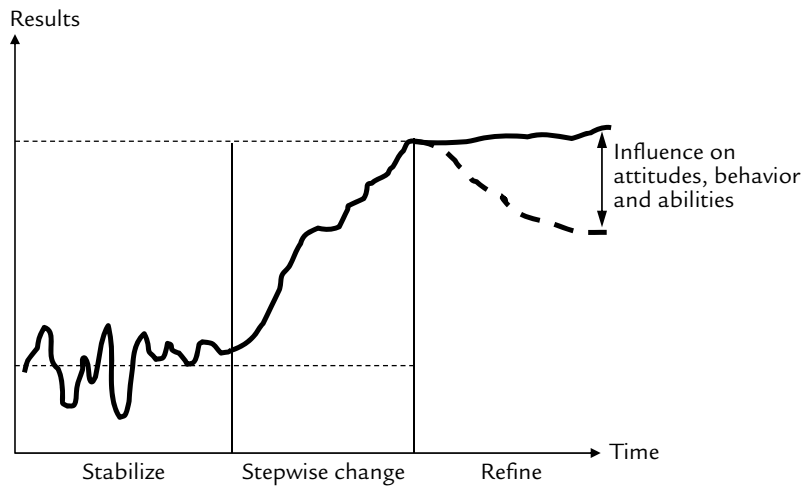


Figure F: Increased production



Figure H: A selection of Haahr & Co.'s product range



Figure 1: Scancom furniture



Figure J: Scancom employees