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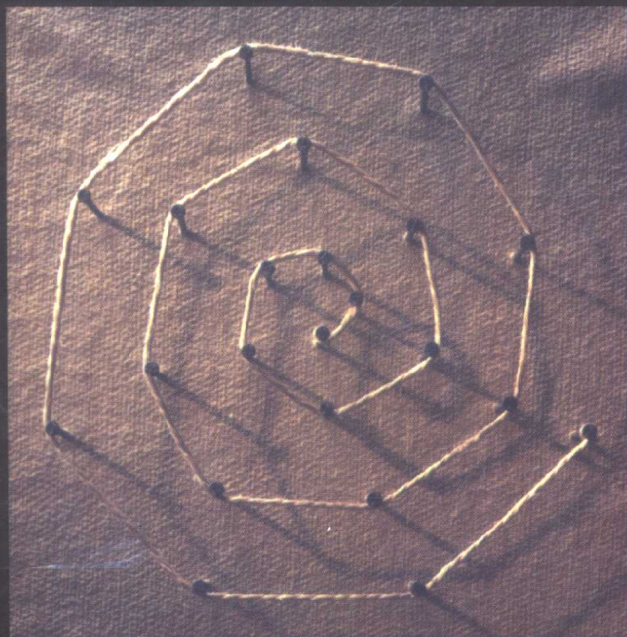
降低成本与改善服务的战略 (第2版)

(英文版)

Logistics and Supply Chain Management

Strategies for Reducing Cost and Improving Service (2e)

(英) 马丁·克里斯托弗 著
(Martin Christopher)



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作者：DAVID A. LEE

译者：王健、王健



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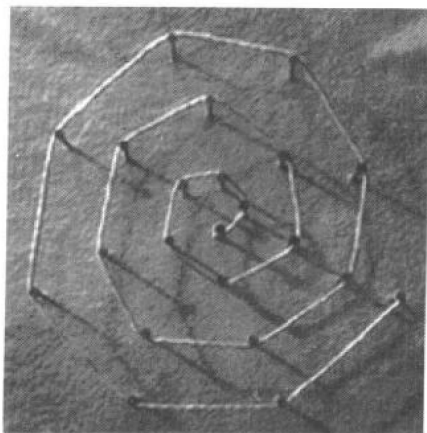
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推荐序

20 世纪 90 年代末期以来，有一句话在中国物流界广为流传并被企业不断实践。这就是：在 21 世纪，市场上只有供应链而没有企业，市场竞争将是供应链和供应链的竞争，而不是企业和企业的竞争。据我所知，这句话最初是由马丁·克里斯托弗（Martin Christopher）教授在他 1992 年出版的著作《物流与供应链管理》一书中提出来的。这句话简明扼要地说明了企业建立供应链的必要性和重要性。供应链是在给最终顾客提供产品和服务的不同过程和活动中所涉及的上下游互相联系的组织网络。¹ 企业必须以供应链的身份出现在市场上，但是一个企业无论规模多大，经营范围多广泛，它也只是不同的供应链上的一个部分，而不是全部。一个企业是形不成供应链的。即使有的企业觉得自己已经很强大，它也仍然只是一个企业。它也许是供应链上的一个强势企业，但还不是整个供应链，它必须与上游、下游的其他企业共同合作才能形成供应链。21 世纪的市场竞争，是供应链和供应链的竞争，一个企业如果没能与其他企业形成供应链而参与市场竞争，它一定会陷入由对手企业组成的供应链所形成的包围圈，其结果可想而知。因此，要理解并实践这句话，企业必须放弃“惟我独大”、“惟我独尊”的岛国寡民心态。在中国已经有越来越多的企业管理人员接受了供应链管理这种理念，很多人已经从理解并实践这句话中受益，但他们未必知道马丁·克里斯托弗教授。

马丁·克里斯托弗教授是英国克兰菲尔德大学克兰菲尔德管理学院（Cranfield School of Management of Cranfield University）的市场营销与物流教授，现担任克兰菲尔德管理学院副院长，同时他也是该学院克兰菲尔德物流与运输中心（Cranfield Centre for Logistics and Transportation, CCLT——欧洲最优秀的物流研究中心）的主席和该学院市场营销小组的负责人。他是一位国际知名且多产的教授，兼任了很多著名物流专业杂志编委会的顾问，是《国际物流管理杂志》（*International Journal of Logistics Management*）的共同编辑。他的作品主要集中在关系营销、顾客服务与物流战略领域。他在好几个国家的好几所大学担任

1 马丁·克里斯托弗. 物流竞争——后勤与供应链管理. 马越, 马月才译. 北京: 北京出版社, 2001.

13. 该书为本书 1998 年版的中译本。

访问教授，同时还是英国皇家市场营销学会、物流与运输学会的研究员。由于他对英国物流教育的贡献，1988 年他获得了英国皇家物流与运输学会颁发的罗伯特·劳伦斯奖章。他长期担任多家著名跨国公司的顾问，同时也是是一些公司的独立董事。

克里斯托弗教授在中国的知名度也很高，在过去的 10 多年中，中国已经有 10 多位学者或者公务员在克兰菲尔德物流与运输中心学习或者进修，一些已经学成回国。我与克里斯托弗教授有过专业上的交往。1993 年我到英国兰开夏大学（University of Central Lancashire, UK）访问时曾经与教授进行过电话交谈，当年回国后，我将教授的著作 *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service* 引进当时的北京商学院本科课堂，开始我的专业英语教学实践并在这门课程上进行了一系列教学改革，形成了比较系统的教与学的体系。1996 年，我的这项教学探索获得了北京市优秀教学成果二等奖。在教学过程中，我发现著作中有一些错误，比如在第 7 章“Just-in-time and ‘quick response’ logistics”中有几处插图和公式都有明显错误。我当即给教授写了一封信，后来教授非常虚心地承认了书中的错误，原来这并不是教授的错，而是制图人员不理解专业导致了插图的错误（该错误在 1998 年的新版中已经改正过来了）。教授后来还将他指导的一名比利时物流硕士研究生介绍给我，让我指导，这使我深受感动，增加了我与教授的了解。从那以后，我一直关注着教授的研究成果，希望有一天能够将教授的著作介绍给国内读者。恰好，电子工业出版社的冷元红女士给我提供了这样一个很好的机会，让我为教授的这本著作最新版本的英文影印本写一个推荐序，我欣然接受，希望与读者共同分享我对此书的感受。

从 1993 年到现在，北京工商大学（原北京商学院）每届物流管理专业的学生都使用马丁·克里斯托弗教授的原版教材作为专业英语的教材。有几个毕业生对本书的评价使我大吃一惊：“毕业时，我们扔掉了许多书，但是这本已经破皮且泛黄的旧书我们一直保留到今天，经常翻出来看一看。我们从中了解了世界物流界最领先的技术和理念。”通过学习本课程，学生们的专业知识、英语水平都有明显的提高，这是我这些年的感受。尽管本书已经有了中译本，但是我仍然认为，有条件的学校将它作为专业英语的教材还是非常必要的。本书一共有 9 章，主要内容是：物流与竞争战略、顾客服务的内容、物流成本及绩效的衡量、供应链的标杆、管理全球供应链、战略性前置时间管理、JIT 与快速反应物流、供应链的管理等。这些内容包括了 20 世纪 80 年代以来，世界物流领域出现的最新理念和技术。每章内容我用 4 课时，其中包括讲授、分组讨论、集中陈述等，讲授时只讲重点

概念、内容，主要时间都用来组织学生讨论、答疑、陈述等。书中有不少精彩的案例，因此课堂讨论是不可或缺的。我将每 4~5 个学生分成一组，这门课程的所有活动都分组进行。为了创造英语气氛，只要专业英语教师能够胜任，就应该让学生在纯英语状态下学习本课程。开始时有难度，但是最后的效果是很令人满意的。虽然只有 34 课时，但是，现在这门课程已经成为北京工商大学物流管理专业本科生的拳头课程。以上是我和我的同事们在利用本教材时的一些体会，我们很愿意与同行分享。

在我国高校使用外版教材的最大障碍之一是原版教材令人望而却步的价格，要知道我国高校中还有很多家庭贫困的大学生！电子工业出版社此次发行本书的英文影印本，这是高校物流学子们的福音，相信会有更多的高校物流管理专业学生从中受益，这无疑对我国物流高等教育，尤其是对国内物流高等教育与国际接轨，是一个重要的贡献。因此，作为读者和物流教育工作者，我非常感谢电子工业出版社、世纪波文化发展有限公司以及该公司的冷元红及其他朋友对我国物流教育所做的这种贡献。我愿将此书推荐给我国高校物流专业的老师和学生。

何明珂

北京工商大学商学院教授、博士

中国物流与采购联合会副会长

于北京航天桥

2002 年 11 月 6

>>相关链接

本书是英国皇家物流与运输学会的物流职业资质认证指定教材。

英国皇家物流与运输学会 (Institute of Logistics and Transport, ILT) 是在 1999 年 6 月由两所具有百年历史的英国物流学会和英国交通学会合并而成的。英国女皇伊丽莎白二世亲自为学会的成立签署了皇家令状 (Royal Charter)。安妮公主曾任该学会名誉主席, 现任皇家赞助人 (Royal Patron)。现任总裁格兰休尔将军曾任英军三军负责后勤的副总参谋长。

ILT 是世界上最早的物流与运输专业组织, 也是最具权威的组织之一。在其近百年的发展历程中, 形成和完善了自己一整套的物流和运输职业资质标准和认证体系。ILT 物流和运输认证标准及相应的培训课程被欧洲、北美、亚洲、大洋州和非洲的众多国家和地区广泛采用, 例如澳大利亚、加拿大、新西兰、新加坡、印度、马来西亚、中国香港特区、南非等。在英国, 更有 35 所著名大学开设了由 ILT 批准的有关物流和交通运输的学士、硕士及博士课程。ILT 物流证书还得到了其他国际专业组织和著名学府的广泛承认, 如欧洲物流认证委员会等, 英国物流与运输专业著名大学如 ASTON 大学承认 ILT 证书作为其硕士学位学分。

2002 年, 北京中交协物流人力资源培训中心 (CLTC) 被授予 ILT 认证在中国的惟一总认证执行机构资格。培训中心将首先开展物流行业四级职业资质认证的培训及对考试合格的学员颁发英国皇家物流与运输学会和国际物流与运输职业资格证书的工作。根据需要将逐步与国内外有关院校及企业单位合作, 共同开展物流学历教育和短期培训工作。同时, 将加强物流与运输远程教育系统及物流与运输信息技术的开发与咨询工作 (<http://www.cltc.net>, Tel: 010-62027316)。

About the Author

Martin Christopher is Professor of Marketing and Logistics at Cranfield School of Management, one of Europe's leading Business Schools, which is itself a part of Cranfield University. His work in the field of logistics and supply chain management has gained international recognition. He has published widely and his recent books include *Logistics and Supply Chain Management* and *Marketing Logistics*. Martin Christopher is also co-editor of the *International Journal of Logistics Management* and is a regular contributor to conferences and workshops around the world.

At Cranfield, Martin Christopher chairs the Centre for Logistics and Transportation, the largest activity of its type in Europe. The work of the centre covers all aspects of transportation and logistics and offers both full-time and part-time Masters degree courses as well as extensive management development programmes. Research plays a key role in the work of the Centre and contributes to its international standing.

Martin Christopher is an Emeritus Fellow of the Institute of Logistics on whose Council he sits. In 1988 he was awarded the Sir Robert Lawrence Gold Medal for his contribution to logistics education.

Preface

In today's highly competitive, global marketplace the pressure on organizations to find new ways to create and deliver value to customers grows ever stronger. Gradually, in emerging economies as well as mature markets, the power of the buyer has overtaken that of the customer.

The rules are different in a buyers' market. In particular customer service becomes a key differentiator as the sophistication and demands of customers continually increase.

At the same time, market maturity combined with new sources of global competition has led to over-capacity in many industries leading to an inevitable pressure on price. Price has always been a critical competitive variable in many markets and the signs are that it will become even more of an issue as the 'commoditization' of markets continues.

It is against this backdrop that the discipline and philosophy of logistics and supply chain management has moved to the centre stage over the last two decades. The concept of integration within the business and between businesses is not new, but the acceptance of its validity by managers is. There has been a growing recognition that it is through logistics and supply chain management that the twin goals of cost reduction and service enhancement can be achieved. Better management of the 'pipeline' means that customers are served more effectively and yet the costs of providing that service are reduced.

This is the focus of this second edition of *Logistics and Supply Chain Management*. The basic themes and underlying structure of the book have not changed from the first edition but as ideas progress and best practice gets even better, the need for revision and up-dating becomes inevitable.

In preparing this new edition I have been considerably assisted by Helen Peck who has researched and contributed many of the case examples and by Tracy Brawn who skillfully created order out of chaos in producing the finished manuscript. I am grateful to them both.

Martin Christopher
Professor of Marketing & Logistics
Cranfield School of Management

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Logistics and competitive strategy

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Summary 33

This chapter:

Introduces the concept of logistics with a brief review of its origins in military strategy and its subsequent adoption within industry.



Highlights the principles of competitive strategy and the pursuit of differentiation through the development of productivity and value advantage.



Explains the concept of the value chain and the integrative role of logistics within the organization.



Describes the emerging discipline of supply chain management, defining it and explaining how and why it takes the principles of logistics forward.



Explains the rise of the virtual organization and the factors which have precipitated the emergence of supply chain management.

In the early part of 1991 the world was given a dramatic example of the importance of logistics. As a precursor to the Gulf War it had been necessary for the United States and its allies to move huge amounts of material great distances in what were thought to be impossibly short time-frames. Half a million people and over half a million tonnes of material and supplies were airlifted 12,000 kilometres with a further 2.3 million tonnes of equipment moved by sea – all of this achieved in a matter of months.

Throughout the history of mankind wars have been won and lost through logistics strengths and capabilities – or the lack of them. It has been argued that the defeat of the British in the American War of Independence can largely be attributed to logistics failure. The British Army in America depended almost entirely upon Britain for supplies. At the height of the war there were 12,000 troops overseas and for the most part they had not only to be equipped, but fed from Britain. For the first six years of the war the administration of these vital supplies was totally inadequate, affecting the course of operations and the morale of the troops. An organization capable of supplying the army was not developed until 1781 and by then it was too late.¹

It is only in the recent past that business organizations have come to recognize the vital impact that logistics management can have in the achievement of competitive advantage.

In the Second World War logistics also played a major role. The Allied Forces' invasion of Europe was a highly skilled exercise in logistics, as was the defeat of Rommel in the desert. Rommel himself once said that '... before the fighting proper, the battle is won or lost by quartermasters'.

However whilst the Generals and Field Marshals from the earliest times have understood the critical role of logistics, strangely it is only in the recent past that business organizations have come to recognize the vital impact that logistics management can have in the achievement of competitive advantage. This lack of recognition partly springs from the

relatively low level of understanding of the benefits of integrated logistics. Arch Shaw, writing in 1915, pointed out that:

‘The relations between the activities of demand creation and physical supply ... illustrate the existence of the two principles of interdependence and balance. Failure to co-ordinate any one of these activities with its group-fellows and also with those in the other group, or undue emphasis or outlay put upon any one of these activities, is certain to upset the equilibrium of forces which means efficient distribution.

... The physical distribution of the goods is a problem distinct from the creation of demand ... Not a few worthy failures in distribution campaigns have been due to such a lack of co-ordination between demand creation and physical supply ...

Instead of being a subsequent problem, this question of supply must be met and answered before the work of distribution begins.’²

It has taken a further 70 years or so for the basic principles of logistics management to be clearly defined.

What is logistics management in the sense that it is understood today? There are many ways of defining logistics but the underlying concept might be defined as follows:

Logistics is the process of strategically managing the procurement, movement and storage of materials, parts and finished inventory (and the related information flows) through the organization and its marketing channels in such a way that current and future profitability are maximized through the cost-effective fulfilment of orders.

This basic definition will be extended and developed as the book progresses, but it makes an adequate starting point.

Competitive advantage

A central theme of this book is that effective logistics management can provide a major source of competitive advantage – in other words a position of enduring superiority over competitors in terms of customer preference may be achieved through logistics.

The bases for success in the marketplace are numerous, but a simple model is based around the triangular linkage of the company, its customers and its competitors – the ‘Three C’s’. The ‘Three C’s’ in

question are: the customer, the competition and the company. Figure 1.1. illustrates the three-way relationship.

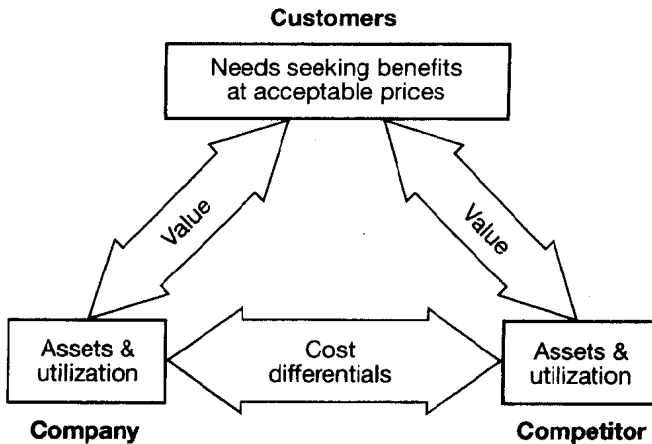


Fig. 1.1 Competitive advantage and the 'three C's'

Source: Ohmae, K., *The Mind of the Strategist*, Penguin Books, 1983

The source of competitive advantage is found firstly in the ability of the organization to differentiate itself, in the eyes of the customer, from its competition and secondly by operating at a lower cost and hence at greater profit.

Seeking a sustainable and defensible competitive advantage has become the concern of every manager who is alert to the realities of the marketplace. It is no longer acceptable to assume that good products will sell themselves, neither is it advisable to imagine that success today will carry forward into tomorrow.

Let us consider the bases of success in any competitive context. At its most elemental, commercial success derives either from a cost advantage or a value advantage or, ideally, both. It is as simple as that – the most profitable competitor in any industry sector tends to be the lowest cost producer or the supplier providing a product with the greatest perceived differentiated values.

Put very simply, successful companies either have a productivity advantage or they have a 'value' advantage or a combination of the two. The productivity advantage gives a lower cost profile and the value advantage gives the product or offering a differential 'plus' over competitive offerings.

Let us briefly examine these two vectors of strategic direction.