

Contents

Part I Principles, Strategies and Organization

1	Tasks and Aspects of Modern Logistics	3
1.1	Systems and Networks	5
1.2	Tasks and Objectives of Logistics	6
1.3	Structures and Processes	7
1.4	Elementary and Compounded Performance Stations	10
1.5	Structures of Logistic Networks	15
1.6	Functions of Logistic Centers	19
1.7	Process Chains and Logistic Chains	22
1.8	Effects of Logistic Centers	24
1.9	Network Management	29
1.10	Task of Logisticians	32
2	Organization, Scheduling and Control	39
2.1	Orders	40
2.2	Order Management and Logistic Scheduling	41
2.3	Process Organization and Structure Organization	43
2.4	Organization Principles	45
2.5	Software Levels and Computer Configuration	47
2.6	Data Flow and Information Flow	48
2.7	Potentials of Information Technology for Logistics	50
2.8	Risks of Information Technology in Logistics	51
2.9	Organization of Company Logistics	53
2.10	Organization of Scheduling	55
3	Project Planning and Realization	59
3.1	Possibilities of Action	59
3.2	Planning Phases	62
3.3	Realization Steps	64
3.4	Logistic Objectives	65
3.5	Frame Conditions	69

3.6	Performance Requirements	71
3.7	Determination of Planning Data	73
3.8	Presentation of Systems and Processes	75
3.9	Selection of the Best Solution	78
3.10	Planning and Optimization Tools	83
3.11	Technique and Logistics	85
4	Potential Analysis	89
4.1	Requirement Analysis	90
4.2	Performance Analysis	91
4.3	Process Analysis	93
4.4	Structure Analysis	96
4.5	Benchmarking	97
5	Strategies of Logistics	101
5.1	Target Functions and Target Figures	102
5.2	Clustering, Sequencing, Securing	105
5.3	System Strategies	110
5.4	Methods of Solution and Optimization	111
5.5	Solution and Optimization Procedure	113
5.6	Segmentation and Classification	116
5.7	Specialization and Universality	118
5.8	ABC-Analysis	119
5.9	Logistic Article Classifications	123
6	Logistic Costs and Controlling	129
6.1	Cost Accounting and Performance Costing	130
6.2	Logistic Cost Calculation	132
6.3	Components of Logistic Costs	133
6.4	Depreciation and Interest	137
6.5	Performance Units and Performance Flows	141
6.6	Cost Centers and Cost Drivers	144
6.7	Performance Cost Rates	146
6.8	Fixed Costs Dilemma and Utilization Risk	149
6.9	Options for Reducing Logistic Costs	151
7	Logistic Pricing and Marketing	157
7.1	Pricing Principles	158
7.2	Performance Costs and Prices	159
7.3	Objectives of Remuneration Schemes	162
7.4	Standard Remuneration Scheme	162
7.5	Project Specific Remuneration Schemes	165
7.6	Logistic Tariffs and Discounts	169
7.7	Marketing and Pricing Strategies	170
7.8	Economics and Logistics	181

8	Time Management	185
8.1	Time Points and Time Spans	185
8.2	Operating Time and Working Time	189
8.3	Adaptation, Synchronization and Flexibility	191
8.4	Order Lead Time of Single Stations	193
8.5	Lead Times of Performance Chains	195
8.6	Material Lead Time	198
8.7	Time Scheduling of Single Stations	199
8.8	Time Scheduling of Performance Chains	201
8.9	Just-in-Time	207
8.10	Strategies for Lead Time Reduction	208
8.11	Economic Order Lead Time	209
9	Random Processes and Dynamic Forecasting	213
9.1	Random Processes and Stochastic Flows	214
9.2	Probability Densities and Time Distributions	217
9.3	Frequency Distributions of Discrete Values	221
9.4	Mean Values and Variances in Logistics	223
9.5	Mathematical Forecasting	229
9.6	Demand Planning and Forecasting	234
9.7	Test Functions and Scenario Calculations	238
9.8	Dynamic Forecasting	242
9.9	Demand Forecasting in Logistic Networks	244
10	Order Scheduling and Operating Strategies	247
10.1	Performance and Production Structures	248
10.2	Processing Strategies	253
10.3	Allocation Strategies	256
10.4	Sequencing Strategies	257
10.5	Order Production and Stock Production	259
10.6	Dynamic Scheduling	269
11	Inventory Management	271
11.1	Functions of Stocks	272
11.2	Criteria for Storekeeping	276
11.3	Scheduling of Storage Chains and Networks	279
11.4	Scheduling Parameters	282
11.5	Storekeeping Parameters	284
11.6	Cost Rates for Replenishment and Storing	287
11.7	Storekeeping Costs	290
11.8	Stock Availability and Safety Stock	295
11.9	Demand Dependency of Stock and Storekeeping Costs	306
11.10	Centralization of Stocks	308
11.11	Replenishment Strategies	311
11.12	Cost-Opportunity of Storekeeping	317

11.13	Dynamic Inventory Scheduling	321
11.14	Inventory Optimization	325
12	Logistic Units and Master Data	329
12.1	Functions of Load Units	330
12.2	Filling Units and Filling Orders	332
12.3	Load Units and Load Carriers	335
12.4	Packing Strategies	342
12.5	Filling Strategies and Load Unit Demand	351
12.6	Logistic Master Data	357
12.7	Electronic Kanban	362
13	Limit Performances and Queuing Effects	365
13.1	Throughput and Performance Rates	365
13.2	Limit Performances of Elementary Stations	366
13.3	Operating Strategies	383
13.4	Limit Performance Laws	388
13.5	Waiting Queues and Queuing Laws	395
13.6	Reliability and Availability	408
13.7	Capability Analysis	419
13.8	Acceptance of Plants and Systems	423
14	Purchasing, Sales and Logistics	427
14.1	Core Competencies of Sales and Marketing	428
14.2	Core Competencies of Purchasing	429
14.3	Order Scheduling and Supply Management	429
14.4	Products, Merchandize and Services	430
14.5	Delivery Service and Logistic Quality	432
14.6	Sales Channels and Distribution Structure	432
14.7	Price Calculation and Logistic Costs	433
14.8	Internal Logistic Services	433

Part II Systems, Networks and Operations

15	Logistic Networks and Systems	439
15.1	Dynamic Networks	440
15.2	Hierarchy of Logistic Systems	441
15.3	System Planning and System Optimization	443
16	Storage Systems	449
16.1	Storage Requirements	450
16.2	Storeplaces and Storage Types	456
16.3	Storage Technique	468
16.4	Storage Strategies	480

16.5	Place Demand and Filling Degree	483
16.6	Ground Area per Storage Unit	488
16.7	Storeplace Optimization	492
16.8	Storage Planning and Dimensioning	494
16.9	Static Storage Dimensioning	497
16.10	Travel Time Formulas	502
16.11	Dynamic Storage Dimensioning	506
16.12	Storage Investments	513
16.13	Storage Operating and Performance Costs	520
16.14	Procurement of Storage Services	529
16.15	Store Allocation and Selection	531
17	Commissioning Systems	535
17.1	Commissioning Requirements	536
17.2	Commissioning Methods	542
17.3	Commissioning Technique	552
17.4	Commissioning Quality	564
17.5	Combined Storage and Commissioning Systems	565
17.6	Commissioning Strategies	573
17.7	Planning of Commissioning Systems	584
17.8	Design Parameters and Strategy Variables	585
17.9	Static Design of Commissioning Systems	587
17.10	Minimal Tour Length and Optimal Aisle Number	591
17.11	Pick Performance and Commissioning Times	599
17.12	Order Consolidation and Order-Line Reduction	610
17.13	Dynamic Design of Commissioning Systems	613
17.14	Commissioning Costs	616
17.15	Influence Factors on Costs and Performances	620
17.16	Article Allocation and Order Allocation	622
18	Transport Systems	625
18.1	Classification of Transport Systems	626
18.2	Transport Requirements	628
18.3	Network Design and System Configuration	629
18.4	Transport Control Systems	636
18.5	Transport Strategies	639
18.6	Conveyor Systems	642
18.7	Vehicle Systems	650
18.8	Transport Matrix and Number of Transport Units	660
18.9	Transport Unit Calculation by Roundtrip Method	666
18.10	Designing and Dimensioning Vehicle Systems	667
18.11	Optimal Logistic Location	672
18.12	Tour Scheduling	676
18.13	Transport Costs and Pricing	685
18.14	Transport and Traffic	691

19	Design of Logistic Halls	695
19.1	Requirements and Restrictions	695
19.2	Objectives and Design Parameters	696
19.3	Mean Transport Lengths	698
19.4	Equally Distributed Gates on One Side	699
19.5	Transport Optimal Gates on One Side	700
19.6	Hall Design Principles	702
19.7	Modular Design of Systems and Functional Zones	703
19.8	Linking Strategies and Placement Strategies	706
19.9	Efficient Hall Design	707
19.10	Size Effects of Logistic Centers	708
20	Production Logistics	711
20.1	Modes and Types of Production	711
20.2	Production Performance	712
20.3	Production Planning	715
20.4	Production Scheduling	719
20.5	Procurement and Dispatch Scheduling	722
20.6	Bottleneck Strategies	723
20.7	Logistical Optimization of Production	725
21	Optimal Networks and Supply Chains	727
21.1	Structure Requirements	728
21.2	Service and Performance Requirements	739
21.3	Options for Action and Design Parameters	750
21.4	Delivery Times and Shipment Times	759
21.5	Delivery Costs	760
21.6	Order Processes and Information Flows	762
21.7	Supply Strategies	763
21.8	Specification of Supply Chains	765
21.9	Optimization of Logistic Networks	769
21.10	Transport and Freight Networks	773
21.11	Distribution Chains of Consumer Goods	780
21.12	Procurement Chains of Retailers	782
21.13	Selection of Optimal Transport and Freight Chains	785
21.14	Influence Factors of Freight Costs	787
21.15	Transport Pricing and Freight Pricing	794
21.16	Combined Road-Rail-Cargo Traffic	797
21.17	Consumer Oriented Supply Chain Management	800
22	Logistic Service Providers	803
22.1	Conception of Company Logistics	804
22.2	Service Requirements	805
22.3	Logistic Service Providers	808
22.4	Outsourcing and Contracting Strategies	812

22.5	Tendering and Contracting Logistic Services	817
22.6	Performance Control and Remuneration Adjustment	824
23	People and Logistics	825
23.1	Human Success Factors	826
23.2	Recommendations for the Set-up-Phase	827
23.3	Recommendations for the Operating Phase	830
23.4	Outlook	832
	Bibliography	835
	Index	849