

Contents

Chapter 0	Introduction	
	0.1 What is “The Essentials of Logistics and Management”?	1
	0.2 New stakes, new challenges for logistics	1
	0.3 Logistics: a holistic approach	3
	0.4 Acknowledgements	5
Chapter 1	Financial accounting	
	1.1 Introduction	7
	1.2 The balance sheet: current assets	10
	1.3 The balance sheet: liabilities and shareholder’s equity	12
	1.4 The income statement.....	15
	1.5 The statement of cash flows.....	17
	1.6 Working capital	19
	1.7 Financial ratios	19
	1.8 Analyzing the income-statement ratios.....	22
	1.9 Balance sheet standards by Industry	24
	1.10 Additional disclosures and audit reports	24
	1.11 Conclusion.....	25
	1.12 Glossary.....	26
	1.13 Bibliography.....	28
	1.14 The authors	29
Chapter 2	Logistical strategy and globalization	
	2.1 Organization and competition in a globalized economy.....	31
	2.2 Global logistics.....	40
	2.3 Bibliography.....	52
	2.4 The author	52
Chapter 3	Customer service management	
	3.1 Introduction	55
	3.2 Attaining total customer satisfaction and harnessing technology in services	57
	3.3 Developing cross-functional coordination in services.....	62
	3.4 Innovative architecture, service capability and customer loyalty..	69
	3.5 Off shoring services for competitive advantage.....	74
	3.6 Concluding remarks	82

3.7	Bibliography.....	82
3.8	The author.....	83

Chapter 4

The structure and the operations of logistics systems

4.1	Introduction.....	85
4.2	Forms and strategies of design.....	86
4.3	Discovery of stochastic lags and oversized inventories.....	88
4.4	Designing the logistics project's life cycle.....	91
4.5	Measuring the risk.....	97
4.6	Simulating the risk profile of the logistics project.....	99
4.7	Designing with multicriteria decision-making tools.....	103
4.8	Bibliography.....	106
4.9	The author.....	107

Chapter 5

Transport management as a key logistics issue

5.1	Introduction.....	109
5.2	Production, logistics and transport.....	109
5.3	Logistical management of transport.....	114
5.4	Conclusions.....	131
5.5	References.....	135
5.6	The author.....	135

Chapter 6

Logistics of international trade

6.1	Introduction.....	137
6.2	Key logistics options.....	138
6.3	Major aspects of an international trade transaction.....	143
6.4	The international movement of goods.....	154
6.5	Border crossing issues.....	168
6.6	Recommended readings.....	171
6.7	The authors.....	172

Chapter 7

Designing the supply chain

7.1	Supply chain management.....	173
7.2	Managing variety.....	186
7.3	The supply chain in the digital era.....	193
7.4	Supply chain management and strategy.....	198
7.5	The authors.....	204

Chapter 8

Marketing & purchasing management

8.1	Introduction.....	207
8.2	Marketing evolution: widening scope and customer focus.....	207
8.3	Understanding market dynamics – relationships and networks of actors.....	209
8.4	Trade marketing, ECR and category management.....	217
8.5	B to B marketing – building relations for long-term partnership.....	219
8.6	Project marketing – selling customized networks.....	223
8.7	Conclusion.....	227
8.8	Bibliography.....	228
8.9	The authors.....	228

Chapter 9

Production systems

9.1	The just in time approach, of misleading simplicity.....	231
9.2	Computerized approach to production management: MRP (Manufacturing Resources Planning).....	247

9.3	Interdependence of methods and representations	252
9.4	Bibliography.....	254
9.5	The author	258
Chapter 10	Operations research in logistics	
10.1	What is operations research?	257
10.2	Vehicle routing problems.....	258
10.3	The traveling salesman problem	260
10.4	Solution methods for the TSP.....	262
10.5	Solution methods for the vehicle routing problem.....	268
10.6	Real – life constraints	273
10.7	Arc routing problems	276
10.8	Conclusion.....	278
10.9	Bibliography.....	280
10.10	The author	281
Chapter 11	Modeling and simulation in logistics	
11.1	Introduction	283
11.2	Discrete-event simulation	283
11.3	Mathematical toolbox	287
11.4	Applications.....	312
11.5	Bibliography.....	321
11.6	The authors	322
Chapter 12	Information systems	
12.1	Introduction	323
12.2	Information Systems (IS) vs Information Technology (IT)	324
12.3	Information Systems.....	324
12.4	Conclusion & Perspectives.....	336
12.5	Glossary	338
12.6	References/Useful Links (as of March 2007).....	339
12.7	The author.....	340
Chapter 13	Information technology for logistics	
13.1	Introduction	341
13.2	Enterprise Resources Planning (ERP).....	342
13.3	Supply Chain Collaboration (SCC)	346
13.4	Digital Market (DM)	349
13.5	The author.....	359
Chapter 14	Forecast analysis and forecasting models	
14.1	Introduction	361
14.2	Model application	362
14.3	Characteristics of a chronological series and forecasting basics..	362
14.4	Examples of forecasting models	363
14.5	Forecasting model: application.....	364
14.6	Models and forecast results.....	367
14.7	Quality of a forecast.....	369
14.8	Interpretation of forecast results.....	372
14.9	Forecasting approach, application	376
14.10	Conclusion.....	378
14.11	Glossary	379
14.12	General bibliography.....	379
14.13	The author.....	379

Chapter 15	Financial elements	
15.1	Introduction	381
15.2	Optimization of internal flows by traditional structures of financing	382
15.3	Securitization and structured financing.....	384
15.4	Optimization of investment decisions	387
15.5	Financial choice.....	393
15.6	Financial consequences of methods of finance	398
15.7	Conclusion.....	408
15.8	Bibliography.....	408
15.9	The author.....	489
Chapter 16	Logistics: processing & controlling	
16.1	Logistics business processes.....	411
16.2	Business process management	421
16.3	Controlling.....	425
16.4	Activity based costing.....	433
16.5	The author.....	439
Chapter 17	World-class management	
17.1	Introduction.....	441
17.2	The process of management (POM).....	443
17.3	The policy fundamentals	443
17.4	The policy dynamics	451
17.5	Policy implementation and review	458
17.6	Policy assessment and audit	459
17.7	Conclusion.....	464
17.8	Bibliography.....	464
17.9	The author.....	466
Chapter 18	World-class logistics	
18.1	Structure & organization	467
18.2	Logistics organisation	468
18.3	Concepts and best practices.....	474
18.4	Outsourcing.....	480
18.5	Inbound supply chain – requisition to pay (RTP) process.....	484
18.6	Outbound supply chain – order to cash (OTC) process.....	489
18.7	Conclusion.....	492
18.8	The author.....	493
Chapter 19	Managing human resources	
19.1	Introduction.....	495
19.2	The context of a project	498
19.3	The actors in the project.....	501
19.4	Major problems.....	505
19.5	Team motivation	506
19.6	Conflicts in projects.....	509
19.7	The factors of project success.....	512
19.8	Check-list: do and don't.....	515
19.9	Bibliography.....	516
19.10	The author.....	517