

Supply Chain Management Im Lebensmittelhandel - Christoph Rahn

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'Stagnierende, rückläufige und sich fragmentierende Konsumgütermärkte, zunehmende Internationalisierung und Globalisierung von Handel und Industrie, gravierender Wertewandel der Verbraucher (hybrides Konsumentenverhalten, Schnäppchenjäger, Smart Shopper etc.), permanente Reizüberflutung bei einer kaum noch zu differenzierenden Markenvielfalt, eine stürmische Entwicklung der Informationstechnologie (...)'. Diese Liste der Einflussfaktoren auf alle Beteiligten der Wertschöpfungskette ließe sich beliebig erweitern. Alle Beteiligten entlang der 'Supply Chain', Industrie und Handel sowie Vorlieferanten und Dienstleister müssen diese Entwicklungen in ihren strategischen Entscheidungen berücksichtigen. Schnell wird dabei deutlich, dass 'Stand-alone-Lösungen' wenig gewinnversprechend zu sein scheinen. 'Kooperation' ist das Zauberwort der letzten Jahre. Da die Umsätze stagnieren, die Ertragslage für viele Händler mittlerweile existenzbedrohend ist und Wachstumsimpulse an vielen Stellen ausbleiben, muss das Geld an anderer Stelle verdient werden. Ein enormes Optimierungs- und damit Kostensenkungspotenzial schlummert in der Überarbeitung und Restrukturierung der Geschäftsprozesse entlang der Supply Chain. Durch das Vorhandensein neuer, innovativer Technologien stehen dem Handel Instrumente zur Verfügung, mithilfe derer die Zusammenarbeit mit der Konsumgüterindustrie nachhaltig verbessert werden kann. Diese vertikalen Kooperationen zwischen Industrie und Handel zeichnen sich besonders aus durch die Optimierung der logistischen Abläufe über die eigenen Unternehmensgrenzen hinweg. Die enge und unbedingt vertrauensvolle Zusammenarbeit birgt somit für alle Beteiligten Möglichkeiten zur Umsatzsteigerung durch Kosteneinsparungen in den logistischen Prozessen. In der vorliegenden Arbeit soll auf die Möglichkeiten, die sich speziell dem Lebensmittelhandel durch das Konzept des Supply Chain-Managements eröffnen, näher eingegangen werden.

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