

Advanced Planning Systems - Mario Neumann

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'[...] Supply chain management [...] is [...] the management of up-stream and downstream relationship with suppliers and customers to deliver superior customer value at less cost to the supply chain as a whole. [...] Thus the focus of supply chain management is upon the management of relationship in order to achieve a more profitable outcome for all parties in the chain'. Diese Definition des Supply Chain Managements (SCM) macht deutlich, dass SCM als Oberbegriff der Optimierung der Versorgungsketten steht. Stetig steigender Umfang sowie steigende Komplexität von SCM-Konzepten machen es erforderlich, den Fokus auf die standort- und unternehmensübergreifende Planung von Geschäftsprozessen zu richten. Derart aktuelle, auf eine unternehmensübergreifende zentrale Optimierung ausgerichtete SCM-Konzepte und ihre informationstechnische Realisierung werden als Advanced Planning Systems (APS) bezeichnet. Wesentlicher Vorteil dieser Systeme gegenüber den klassischen Produktionsplanungs- und Steuerungssystemen (PPS) und den Enterprise Resource Planning Systems (ERP), ist die standortübergreifende Unterstützung von Transaktionen, sowie die umfassende Entscheidungs- und Ausführungsunterstützung. Bei PPS- und ERP-Systemen wurde das komplexe Problem der Produktionsplanung in Teilaufgaben zerlegt. Die dabei angewandte hierarchische, sukzessive Abarbeitung der Teilschritte führte allerdings zu unbefriedigenden, teils undurchführbaren Ergebnissen, da fehlerhafte Planvorgaben nicht korrigiert werden konnten. Es traten Dissonanzen im Bereich der Produktion, des Bestandsmanagements, der Lagerung sowie des Transports auf. Diese führten zu überschüssigen Beständen, zu redundanten Kapazitäten und unvollständiger Ausnutzung der Ressourcen. Um diese Heterogenität zu handhaben waren Kapazitäts- und Bestandspuffer notwendig, welche heutzutage als inakzeptabel gelten. Sie sollen durch gesteigerte Planungsintegration im Bereich aller SC-Prozesse vermieden werden. An dieser Stelle finden APS-Systeme den Ansatzpunkt ihrer erfolgreichen Arbeit. Die vier Faktoren, welche die Entwicklung und Implementierung von APS entscheidend beeinflussen sind: der Planungshorizont, die Transparenz entlang der Supply Chain, die Berücksichtigung aller Ressourcen sowie die Verwendung der Ressourcen. Author: Neumann, Mario Publisher: GRIN Verlag Illustration: N

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