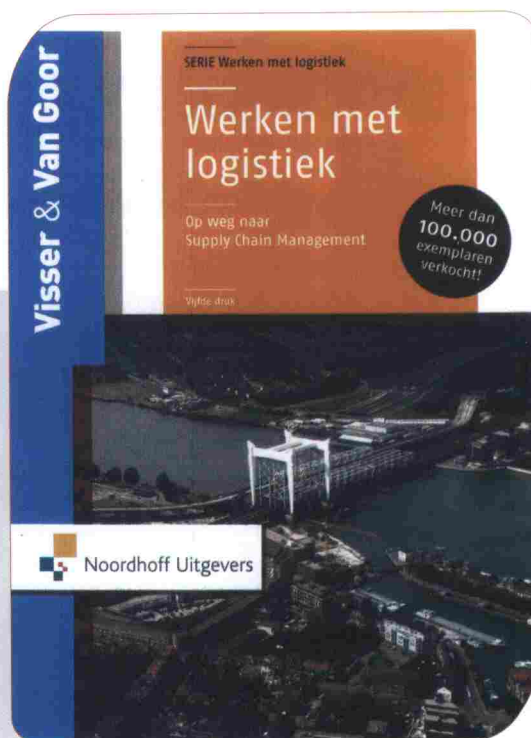


Werken met logistiek

Title: Werken met logistiek – ‘Working with logistics’
Subtitle: Op weg naar Supply Chain Management – ‘On the route to Supply Chain Management’
Authors: HM Visser and AR van Goor
Publisher: Noordhoff Uitgevers bv Groningen/Houten, The Netherlands
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Werken met logistiek has grown during 15 years to the standard work for introducing the subject of logistics in the Netherlands. With this fifth edition the number of copies sold exceeded 100 000. Few students or practitioners would not yet have used the book in their work.

This is the first time I have reviewed a non-English language book. I had the opportunity of visiting the Vrije Universiteit in Amsterdam and met Prof Ad van Goor, who is one of the co-authors of the book. I decided to buy a copy at the university bookshop because it must be a good sign if more than 100 000 copies have been sold. I was not disappointed and am now of the opinion that this is one of the best books on logistics and supply chain management that I have ever read or reviewed. Hence the decision to review this Dutch book for our magazine.

The book starts with a useful framework for understanding and presenting logistics and supply chain management, commencing with demand driven logistics, inventory control, procurement logistics, production logistics, distribution logistics and reverse logistics. I first thought the term ‘distribution logistics’ was tautological, as distribution could be seen as a combination of the logistics elements of transport and warehousing, but once I understood the framework and how the authors apply the definition in their model, it made more sense.

The subtitle suggests that supply chain management is indeed the bigger picture and the authors succeed in clearly explaining the different concepts and how each relates to the other. The definitions that are used come from the most popular sources such as the Council of Supply Chain Management Professionals (CSCMP) but they also add their own terms such as ‘chain integration’ for supply chain management. I think this is very appropriate and confirms the general understanding

that supply chain management is an integration of all logistics elements.

The definition and discussion of production logistics is excellent and confirms the importance of integrating all logistics elements in all parts of the business. The authors managed to cover this subject very well and include the important concepts of Just-in-Time, Kanban and Enterprise Resource Planning (ERP) with a separate chapter on lean manufacturing that includes Kaizen, lean, agile, six sigma, three Mu (Muda, Muri and Mura), four Ms (Man, Machine, Material and Method) and the 5Ss (Seiri, Seiton, Seiso, Seiketsu and Shitsuke).

The concept of the customer order decoupling point (CODP) is useful and provides a framework for understanding roles and responsibilities on both side of the CODP. The focus upstream of the CODP should be on product standardisation, high volume and mass production based on forecasting, while the focus downstream should be on product diversity, flexible production based on customer orders. This chapter also briefly explains the DuPont model as well as the Supply Chain Operations Reference (SCOR) model.

Information systems and technology do not get separate attention but it is adequately covered in discussions around ERP (Chapters 6 and 10) and RFID (Chapter 10). Reverse logistics is covered in Chapter 8 and this is the first text book I have found where corporate social responsibility is covered in much detail as part of reverse logistics.

I found the discussion on Fourth-Party Logistics (4PL) in the chapter on outsourcing interesting albeit very different from most interpretations and definitions of the concept. The general understanding of the original definition as developed and postulated by John Gattorna from Accenture suggests that multiple 3PLs should be included in any 4PL (see Chapter 27 of his book *Strategic Supply Chain Alignment*). However, the way I read the discussion in Chapter 11 suggests that a 4PL takes over all logistics services, regardless of the number of 3PL service providers. This different perspective is adding value to the constant debate around 4PL and should be further pursued.

The last chapter covers supply chain management from definitions to discussions on the difference between demand and supply. It differentiates between supply chain management and demand chain management and explains the four forms of chain logistics, physical, information, management and structure integration. The authors suggest the current and upcoming trends in supply chain management as: co-operation in the supply chain; increasing integration; virtual organisations; electronic ordering; outsourcing; strategic co-operation with suppliers; and cost management. Similarly, they suggest trends in

demand chain management as: customer relationship management; partner relationship management; collaborative planning; after-sales service; dynamic planning; life-cycle management planning; cross-functional teams and customer service.

I usually share some constructive comments on what I do not like in a book and the only comment I have is that the chapter on distribution logistics probably can cover transport and warehousing better. I understand why the authors included the two logistics elements in this chapter but I think they missed some important content around those two subjects. *Werken met logistiek* is ideal for teaching as it provides clear learning objectives, makes ample use of short cases and self-assessment questions. Answers to those questions are provided in the annexure. Assessment is web-based and various tools such as presentation and assessment material are available for academia. The authors make extensive use of Wikipedia and provide numerous web links for further research. The cases are recent, relevant and numerous practical examples are used.

In conclusion, the publisher should seriously consider translating this excellent work into English. It has the potential to become the standard work in other countries for both teaching and practical referencing. I can strongly recommend it for teaching purposes. •



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