

浅析优化比亚迪股份有限公司存货管理的问题及建议

摘要

库存管理包括仓库管理和库存管理。仓库管理是指对仓库和仓库货物的管理，是仓库部门对仓库进行整体控制和协调的过程。其对货物收发、结存的有效控制程度和管理效率在很大程度上影响着整个仓储作业的计划、组织、操作成本。内部生产物流的效率直接影响最终产品的质量，产品的周转时间，从而影响产品的成本。而存货管理直接影响了成本的高低，稳定的存货指标是企业想要降低库存，节约资源，成本最小化的必要条件，制造业库存管理的好坏对成本管理有着重要意义。

本文根据比亚迪股份有限公司目前存货管理面临的问题，企业面临空前的降低成本压力；物流作业体系不完善，运作效率低；ERP系统功能不完善，系统操作不规范；供应商管理不到位，供应服务不能有效的适应企业；存货指标不稳定等问题。提出了提高比亚迪股份有限公司库存管理水平的对策，包括建立高效的仓储作业组织体系、实施仓储物流运作管理一体化、建立整套的配送体系、整合供应商，改进存货量计划等对策。

关键词：比亚迪公司；库存管理；问题；建议

ABSTRACT

Inventory management includes warehouse management and inventory management. Warehouse management refers to the management of warehouse and warehouse goods, which is the process of overall control and coordination of warehouse department. The effective control degree and management efficiency of goods receiving and sending and balance affect the planning, organization and operation cost of the whole warehousing operation to a great extent. The efficiency of internal production logistics directly affects the quality of final products, the turnover time of products, and thus the cost of products. The inventory management directly affects the cost. A stable inventory index is the necessary condition for enterprises to reduce inventory, save resources and minimize cost. The quality of inventory management in manufacturing industry is of great significance to cost management.

According to the current inventory management problems of BYD Co., Ltd., the enterprise is facing unprecedented cost reduction pressure; the logistics operation system is not perfect and the operation efficiency is low; the ERP system function is not perfect and the system operation is not standardized; the supplier management is not in place, the supply service can not effectively adapt to the enterprise; the inventory index is unstable and so on. This paper puts forward the countermeasures to improve the inventory management level of BYD Co., Ltd., including establishing efficient warehouse operation organization system, implementing warehouse logistics operation management integration, establishing a complete set of distribution system, integrating suppliers, and improving inventory plan.

Key words:BYD Company; inventory management; problems; suggestions

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