

中通快递北京转运中心分拣库区存在问题分析及优化方案

摘 要

随着快递业的快速发展,人们对快递的及时性和服务质量也提出了更高的要求。分拣作业作为物流过程的重要组成部分,直接影响着企业的快件时效、服务水平和市场竞争力。目前,我国的快递分拣作业还不是很完善,与国外仍有很大差距。因此为有效解决快件时效问题,必须采用科学有效的措施对分拣作业区进行改进。

针对中通快递的北京转运中心,在了解其功能布局和运作流程的基础,对库区分拣流程、库区布局做出分析,发现分拣库区存在工作强度大、库区布局不合理、分拣等待时间长、现场管理不严谨等问题。而分拣效率又直接影响着快件时效,因此对分拣作业区的优化成为整个作业的瓶颈问题。

首先,通过 ECRS 原则对分拣流程进行分析,提出“初分拣-细分拣”的分拣模式,并采用对面单编号的方式,达到缩短等待时间的、简化识别工序的、提高分拣效率的目的。其次,利用 SLP 排列法计算分拣作业区域内各块之间的综合相互关系,提高分拣作业效率。最后,运用 6S 管理理论对分拣区现场管理,从而优化转运中心的分拣作业。

关键词: 分拣流程; 库区布局; ECRS 原则; SLP 布置法

ABSTRACT

With the develop of express delivery industry, people put forward higher requirements on the timeliness and service quality of express delivery. As an important part of logistics process, sorting operation directly affects the timeliness of express delivery, service level and market competitiveness of enterprises. Now, China's Courier sorting business isn't very perfect, and there is still a big gap with foreign countries. Therefore, scientific and effective measures must to improve the sorting operation area to solve the aging problem effectively.

Based on the understanding of its functional layout and operation process of ZTO transfer center, to analyse the sorting process and layout of the storage area . I found that there are many problems in the sorting area, such as high working intensity, unreasonable layout of this area, long waiting time for sorting, and limply site management. And the sorting efficiency directly affects the time of delivery, so the optimization of the sorting operation becomes the bottleneck of the whole operation.

Firstly, the ECRS principle is applied, and the sorting made of "primary sorting - fine sorting" is put forward. The sorting mode of "primary sorting - fine sorting" is adopted, and the method of single number is adopted to shorten the waiting time, simplify the identification process and improve the sorting efficiency. Secondly, SLP arrangement method is used to calculate the comprehensive interrelation among the blocks in the sorting operation area, so as to improve the sorting operation efficiency. Finally, 6S management theory is applied to the site management of the sorting area, so as to optimize the sorting operation of the transfer center.

Keywords: Sorting process;Of the layout;ECRS principle;SLP arrangement method

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