

VISOKA ŠOLA ZA PROIZVODNO INŽENIRSTVO

DIPLOMSKO DELO

**OPTIMIZACIJA TRANSPORTA V NABAVNI VERIGI
GORENJE, D. D., Z UVEDBO KONCEPTA »MILK-RUN«**

**OPTIMIZATION OF TRANSPORT IN SUPPLY CHAIN IN
COMPANY GORENJE WITH INTRODUCTION OF THE
CONCEPT "MILK-RUN"**

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POVZETEK

V diplomskem delu smo obravnavali izziv, kako optimizirati stroške transporta v nabavni verigi za slovenske dobavitelje. Naredili smo analizo trenutnega stanja na področju transporta ter zalog, vzporedno pa preučili možnost vpeljave tako imenovanega koncepta transporta »Milk-run«. Razlogi za uveljavitev omenjenega koncepta so nižji transportni stroški, nižje zaloge materiala ter večji nadzor nad materialnim tokom. Pripravila so se teoretična izhodišča za organiziranost kontrolnega centra, ki bi podpiral nov koncept, ter teoretična izhodišča za računalniško aplikacijo. S pomočjo analize dobav in zalog pred in po uvedbi koncepta »Milk-run« smo izdelali ekonomsko upravičenost za vpeljavo omenjenega koncepta. Pogoj za uspešno uvedbo koncepta je ustrezen izbor dobaviteljev, ki med podjetjem in dobavitelji zahteva stalno spremljanje sprememb in ne nazadnje partnerstvo med njimi.

Ključne besede: Milk-run, optimizacija, transport, materialni tok

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SUMMARY

In this thesis, we address the challenge of how to optimize transport costs in the supply chain for Slovenian suppliers. We have made an analysis of the current situation in the field of transport and stock, as well as considered the possibility of introducing a so-called milk-run concept of transport. Reasons for the implementation of this concept are lower transportation costs, reduced inventories of materials, and greater control of material flow. Theoretical bases for the organization of the control center that could support the new concept and the theoretical starting-points for computer application have been prepared. With the analysis of supply and inventory before and after the introduction of milk-run concept, we have managed to introduce this concept as economically viable. In order to successfully introduce the concept, an appropriate selection of suppliers has to be made. What is more, constant monitoring of changes between the company and suppliers is required as well as their mutual cooperation.

Keywords: "milk-run", optimization, transport, material flow