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# 转型：从传统采购到数字化供应链管理

Transformation: from Traditional Procurement to Management of Supply Digitization

关键词：协同，洞察，赋能

当今企业管理越来越重视采购职能的发展，企业意识到在市场的激烈竞争中要保持竞争力，必须依托采购职能协同上游供应资源，为客户提升更好的产品质量，更有竞争力的成本，并且加快交付提升客户体验。越来越多企业认识到采购职能不仅是运营部门，也是企业的战略部门。而采购职能要胜任企业对于职能发展的更高要求，帮助企业应对日益复杂的外部市场环境风险和多变的市场需求，必须协同上游供应资源，建立起对市场的洞察力，更快地对市场的变化做出反应，帮助企业降低失销与库存呆滞的风险。而采购管理的视角也必须从以往的价格与成本决策，转变为价值决策，赋能企业供应链整体利润最大化。这要求采购与供应链管理必须与时俱进，将传统采购模式逐步转型为依托大数据，AI与感知技术的数字化采购管理，通过新技术重塑采购的价值管理，帮助企业在越来越复杂的市场竞争中保持供应链的核心竞争力。

本次课程，将从数字化采购的发展，结合数字化寻源，需求管理，采购战略数字化，可视化库存与交付管理，数字化合同管理与数字化供应绩效管理等等

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方面，结合业界的实践，帮助学员了解数字化采购转型的框架，工具与方法，全面提升对于智慧采购，数字化采购的认知，为企业的数字化转型打造基础。

### **Key Words: Collaboration, Insight, Empower**

Nowadays, enterprise management pays more and more attention to the development of procurement function. Enterprises realize that in order to maintain competitiveness in the fierce market competition, they must rely on the procurement function to cooperate with upstream supply resources to improve better product quality, more competitive cost, and speed up delivery to improve customer experience. More and more enterprises realize that the procurement function is not only the operation Department, but also the strategic department. In order to meet the higher requirements of the enterprise for the function development, and to help the enterprise cope with the increasingly complex external market environment risk and changeable market demand, it is necessary to cooperate with upstream supply resources, establish market insight, respond to market changes faster, and help enterprises reduce the risk of loss of sales and inventory issue. The perspective of procurement management must change from the previous price and cost decisions to value decisions, empowering enterprises to maximize the overall profit of the supply chain. This requires that the procurement and supply management must keep pace with the times, gradually transform the traditional procurement mode into digital procurement management relying on big data, AI and sensing technology, reshape the value management of procurement through new technologies, and help enterprises maintain the core competitiveness of the supply chain in the increasingly complex market competition.

This course will help trainees understand the framework, tools and methods of digital procurement transformation from the development of digital procurement, combined with digital sourcing, demand management, procurement strategy digitization, visual inventory and delivery management, digital contract management and digital supply performance management, etc., in combination with the practice of the industry, so as to comprehensively improve the intelligent procurement and digital procurement To build a foundation for the digital transformation of enterprises.

课程天数：

2天

课程对象：

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有 3 年以上实践经验的采购与供应链管理从业人员

### 课程收获：

- ✓ 了解从供应链管理视角的采购与供应管理职能要求
- ✓ 了解数字化供应管理的概念与价值
- ✓ 掌握数字化寻源的工具与应用
- ✓ 掌握需求分析技术的实践应用
- ✓ 掌握物料管理与可视化交付管理的应用工具与技术
- ✓ 掌握数字化合同与绩效管理的工具与方法
- ✓ 了解基于大数据，云计算，AI 及感知技术对于供应管理智能化的发展推动

### 课程大纲：

#### 前言：关于数字化采购

1. 企业的信息化与数字化的差异
2. 数字化转型的挑战
3. 供应链发展的五个阶段与数字化的关系
4. 供应链数字化与采购数字化
5. 采购管理的五个阶段与数字化的关系
6. 理解组织的供应链类型
7. 数字化采购战略

探讨：供应链竞争的核心本质

探讨：SRM 的价值与部署方式（定制化与 SAAS）

#### 一、战略寻源中的数字化应用

1. 战略寻源的过程
2. 获取潜在供应商信息的方式有哪些？
3. 智能搜索技术在寻源中的应用
4. 构建主动寻源与坐商式寻源
5. AI 在供应商海选中的智能筛选应用
6. 大数据对于供应商评价的应用
7. 构建组合分析模型驱动采购战略与智能管理
8. RFx 的数字化应用

探讨：VR 技术是否能替代供应商现场审核

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## 二、价格决策与成本控制的数字化

1. 多种采购方式的数字化管理应用
  2. 报价决策的 4 种方式与模型
  3. 成本模板与电子询比价
  4. 3 种招标方式的应用场景
  5. 电子拍卖的方式与应用
  6. 谈判采购管理
  7. 公开市场价格趋势与大宗商品采购管理
  8. 供应商主数据与供应商数据库
  9. 供需平衡与供应弹性管理
  10. 最优选择的基础：优选供应商清单与优选零部件清单
  11. 成本管理的数据化驱动
- 探讨：成本模型构建的过程
- 探讨：如何构建成本趋势预测
- 探讨：CDM 协同研发管理系统与供应商的链接

## 三、供应需求管理的数字化技术

1. 需求管理的意义
  2. 如何进行需求预测管理？
  3. 预测技术有哪些算法与模型
  4. 建立跟踪信号与预测干预
  9. 内部采购商城，智能柜与感知技术优化需求管理
- 探讨：CRM 与 SRM 协同驱动供应管理

## 四、采购物料管理的数字化管理

1. 基于五大制造策略管理物料
  2. 物料管理的逻辑
  3. 物料管理的基础
  4. 库存应该放在哪里？
  5. 对物料进行 ABC 分类
  6. 需求波动率 XYZ 分类
  7. 用组合分析模型决定采购模式
  8. 订购管理模型与独立需求订购系统
  9. 双容器系统与看板系统
  10. 制造业常用的进向物流管理模式
  11. 企业商城与 MRO 采购数字化管理的发展
- 探讨：供应链链主与非链主企业对供应商的影响力
- 探讨：全球物料共享系统

## 五、建立预交付、可视化交付与质量预交付系统

1. RFID，一维码和二维码的应用与解耦点管理
2. 远程提货交接与发运协同反馈机制
3. 如何对于供应商库存进行可视化管理

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4. 构建数字化质量预交付系统
  5. 感知技术对于高价值与特殊物料的在途安全管理应用
  6. 高效客户响应 ECR 与可视化管理带来的采购决策变化
- 探讨：区块链技术在可视化交付中的价值与实施难点

## 六、数字化合同管理

1. 电子化合同与合同管理
2. 订单执行的数字化管理
3. 订单交期与反馈的数字化管理
4. 付款流程的智能管理（自动对账与三单匹配）
5. 供应质量协同的数字化管理
6. 基于 3PL 的 WMS 的 VMI 仓管理流程
7. 订单分配的智能决策（TVO 与绩效驱动）
8. 供应风险的数字化管理
9. 可视化的生命周期管理

探讨：数字化合同管理的应用前景

探讨：TVO 动态决策模型的未来

## 七、数字化供应绩效管理

1. 供应绩效的动态与静态管理
  2. 供应商分级的数字化管理
  3. 供应商绩效的数字化评估
  4. 持续改善的数字化驱动
  5. 基于绩效的采购战略动态管理
- 探讨：AI 技术对于供应链管理优化的应用价值

## 八、正在到来的：可持续性管理的数字化

### Introduction: About digital procurement

- a. Understand the procurement function from the perspective of supply chain management
- b. Understand the supply chain type of organization
- c. Digital procurement strategy

Discussion: the core essence of supply chain competition

Discussion: The value and deployment mode of SRM

### 1 . Digital application of strategic source seeking

- a. The process of strategic sourcing
- b. What are the ways to obtain information about potential suppliers?
- c. Application of intelligent search technology in sourcing
- d. Value of supplier portal sites
- e. Application of big data to supplier evaluation
- f. Use portfolio analysis to drive procurement strategy and intelligent management
- g. Digital application of RFx

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- h. Digital management application of various procurement methods
  - i. Price comparison between cost template and electronic inquiry
  - j. Application scenarios of bidding management
  - k. Methods and applications of electronic auction
  - l. Negotiation management
  - m. Public market price trends and Commodity procurement management (Speculative Purchases)
  - n. Supplier master data and supplier database
  - o. Supply and demand balance and elastic supply management
  - p. Basis of optimal selection: preferred supplier list and preferred parts list
  - q. Data-driven cost management
  - r. Development of enterprise Mall and MRO procurement digital management

Discussion: Whether VR technology can replace supplier on-site audit

Discussion: the process of cost model construction

Discussion: How to construct cost trend forecast

## **2 . Digital technology of supply and demand management**

- a. Significance of requirements management
- b. How to conduct demand forecast management?
- c. What are the algorithms and models of prediction technology
- d. Establish tracking signals and predictive interventions
- e. Internal procurement mall, intelligent cabinet and perception technology to optimize demand management

Discussion: CRM and SRM collaborate to drive supply management

## **3 . Digital management of materials management**

- a. What are the five manufacturing strategies
- b. Where should the inventory be kept?
- c. ABC classification of materials
- d. XYZ classification of demand coefficient variation
- e. Use the combination analysis method to decide the procurement mode
- f. Ordering quantity and independent demand ordering system
- g. Inbound logistics management mode commonly used in manufacturing industry

Discussion: the influence of main and non-main enterprises of supply chain on suppliers

## **4 . Establish visual delivery**

- a. RFID, one-dimensional code and 2-dimensional code application and decoupling point management
- b. Collaborative feedback mechanism of remote delivery
- c. Visual management of transportation delivery process
- d. How to visually manage supplier inventory
- e. Application of sensing technology for in-transit safety management of high value and special materials
- f. Efficient customer response to changes in purchasing decisions brought about by visual

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management

Discussion: The value and obstacle of blockchain technology in visual delivery

#### **5 . Digital contract management**

- a. Electronic contracts and contract management
- b. Digital management of order execution
- c. Digitalized management of order delivery time and feedback
- d. Intelligent management of payment process (automatic reconciliation and matching of three documents)
- e. Coordinated digital management of supply quality
- f. VMI warehouse management process of WMS based on 3PL
- g. Intelligent decision making for Order Allocation (TVO and Performance Driven)
- h. Digital management of supply risks
- i. Visual lifecycle management

Discussion: the application prospect of digital contract management

Discussion: The future of TVO dynamic decision model

#### **6 . Digital supply performance management**

- a. Dynamic and static management of supply performance
- b. Digital management of supplier classification
- c. Data-driven of continuous improvement
- d. Dynamic management of procurement strategy based on performance

Discussion: The application value of AI to supply chain management optimization