

SCGロジスティックスマネジメント 株式会社

SCG Logistics Management Limited

審査委員コメント

Examiner's Comment

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- 2013年デミング賞受賞当時の旧SCGロジスティスマネジメントを継承し、SCGグループの組織再編に伴い2016年に設立
- SCGグループの物流及び外販としてグループ外の高付加価値物流サービスを担うノンアセット系3PL（サードパーティロジスティクス）事業
- 従業員数731人

- Established by organizational restructuring of SCG Group in 2016, taking over the former SCG Logistics Management, the 2013 Deming recipient.
- Deploys non-asset 3PL(Third party logistics) businesses, providing high value-added logistics service outside SCG Group, as well as logistic service within the group.
- No. of employees: 731

SCG-Lを取り巻く状況と戦略

- ・デミング賞受賞後、タイの政情不安に伴う経済停滞を乗り越え、組織能力を磨きTQMの更なるブラッシュアップによる成長を企図
- ・CLMV諸国やインドネシア等の海外のビジネスの機能を充実させ市場を拡大
- ・自動車等付加価値の高いビジネスに、NND（翌日配送）体制を整備し戦略的に進出し成功、高いシェアを獲得
- ・最近では最終顧客までの配送を行うeコマースの分野にも進出

Business environment surrounding SCG-L and strategies

- Overcame economy stagnation out of political uncertainty in Thailand after receiving the Deming Prize, and aimed for business growth by brushing up TQM and enhancing organizational capability.
- Expanded market by strengthening overseas business functions targeting CLMV countries and Indonesia.
- Moved strategically into high-value business such as automobiles by establishing a system of NND (Next day delivery), and acquired high share
- Recently broke into e-commerce market making a delivery up to end

TQMの3つの特徴

4/5

- ・Win-win関係の概念を拡張させ、直接の顧客だけでなく顧客の顧客(最終顧客), キャリア, SCG-Lの”Win 4”を掲げたTQM
- ・Win4を実現させるベースとして、物流に伴う基本要件である安全確保, 顧客のビジネスのスピード化や精度を高める高付加価値化、お金の流れの高速化(O2C)に、戦略的にICTを活用
- ・TQMの構造として、方針管理を柱に部門横断型チーム活動であるWAOT(Work at One Team), そして小集団活動であるCoPs(Communities of Practices), 提案制度を組み合わせ、チェック機能強化のためにFSM(Four Student Model)による評価を定着化

Three features of TQM

- ・ Deployed TQM advocating “Win 4 “ concept, that is, not only direct customers, but also customers’ customer (end customer) adding carriers and SCG-L.
- ・ Makes strategical use of ICT, as a base to realize Win 4, for safety facilitation which is a fundamental requirement of logistics, value-added services by speed up and high accuracy of customer’s business, and increased speed of currency flow cycle (O2C).
- ・ Structured TQM with Policy management as a major pillar, by incorporating WAOT(Work At One Team) for cross-functional team activities, CoPs (Communities of Practices) for small group activities and suggestion system, and driving forward FSM (Four Student Model) to enhance check-function of TQM activities.

効果

- デミング賞受賞時と比べ、クレームは1/3、事故率も1/4に低減し
- CS、ESも大きく向上
- SCGグループ外の高付加価値サービスの売上を大きく伸ばし高いシェアを獲得、海外事業の売上も大きく伸す
- 同時に帰り便の活用や、積載効率80%を実現により、デミング賞受賞時と比べて貢献利益率を1.6倍に。

Outcomes

- Reduced complaints by 1/3 and accident rate by 1/4, comparing those at the time of receiving the Deming Prize.
- Improved CS and ES significantly
- Increased sales turnover of high value-added service outside SCG group significantly and acquired high share, as well as overseas sales.
- Increased contribution margin ratio as much as 1.6 times, making use of backhaul and realizing 80% loading efficiency, comparing that at the time of receiving the Deming Prize.