

利用基于TOCO的新工具实现供应商选择的科学决策

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A New TOCO Based Tool for Supplier Selection Decision Making

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摘要 根据全拥有代价概念(TOCO),全球供应商选择的决策可以分为两个层面,即宏观决策层面和微观决策层面。为了解决全球采购过程中供应商选择的科学决策问题,本文在微观决策层面上提出了一个量化决策的新方法——TOCO全面评估工具。用它可以方便地计算直接成本,间接成本以及对供应商进行综合评估。本文对供应商选择所涉及到的诸多因素进行了概括,对该工具的用法进行了阐述。结果表明,科学地使用TOCO全面评估方法能够使全球采购过程的决策变得透明,可计算和客观有据。最后,通过一个实际案例阐明了应用该工具的详细过程。

关键词: 全球采购 供应商选择 供应链管理 决策

Abstract: According to the concept of Total Cost of Ownership(TOCO),the supplier selection criterion of international procurement can be classified into two levels,namely macro decision-making level and micro decision-making level.In this paper,in order to solve the problem of supplier selection in international procurement,a new quantitative method——TOCO total assessment tool is put forward to accomplish the task of total assessment on the micro decision-making level.It can calculate the direct cost and the indirect cost conveniently and can help to evaluate the performance of candidate suppliers.In this paper,the supplier selection related factors are discussed;the method of using the tool is illustrated in detail.It is shown that scientific usage of the TOCO total assessment tool can make the decision-making processes of supplier selection in international procurement transparent,easily calculated,and objective.At the end,a practical case is given to clarify the procedure of using the tool.

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