

Xuntang: to be the first brand of "Internet + supply chain"

讯唐——打造“互联网+供应链”第一品牌

—— Interview with Mr. Travis Yang, the President of Xuntang Group



—— 访讯唐集团总裁杨弢

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2015年11月，习近平总书记在召开的中央财经领导小组第十一次会议上首次提出了“供给侧结构性改革”概念，其核心就是在适度扩大总需求的同时，着力加强供给侧结构性改革，着力提高供给体系质量和效率，增强经济持续增长动力。同年，国务院又印发了又一纲领性文件——《中国制造2025》，部署全面推进实施制造强国战略。

“供给侧改革”和“中国制造2025”两个概念的提出，为中国经济的发展提出了新的要求、指明了发展方向。谁能不失时机地“望闻问切”，诊断出历史的脉搏，谁就能在改革的大潮中脱颖而出。讯唐集团，一家朝气蓬勃的年轻企业，正在供应链领域做着“敢为天下先”的创举。

2017年初夏，本刊记者来到讯唐集团运营总部，在总部办公楼里采访了讯唐集团总裁杨弢先生。1990年出生的杨弢先生，年轻充满活力，极富想象力和创造力，既有着企业家应有的敏捷思维，又有着年轻人敢想敢做的勇气与魄力。在3个小时的采访中，杨弢先生就讯唐的理念、业务、战略布局作了详细介绍，让记者领略了讯唐先进的价值理念和卓越的运作能力。

讯唐集团成立于2010年，前身为从事第三方物流，进出口和采购服务的讯唐贸易，起初，讯唐贸易基于客户的需求，为其提供定制化包装材料解决方案。在与客户接触的过程中，讯唐发现间接物料是众多制造业的痛点。间接物料不是企业的生产核心物料，往往会被管理者忽视，但稍有疏忽，就会给企业运作和管理效率带来不小的负面影响，包括停产、资金占压过多、物料损坏丢失甚至直接丢失客户。即使企业有心管理，也会因投入精力、成本有限导



致管理效果无法达到预期。讯唐为此，急客户所急，组织了业内供应链管理专家和国际先进企业供应链管理精英进行探索研究，2015年公司研发了间接物料的管理解决之道。“目前能专注于这个需求、探索这个需求和满足这个需求的优秀企业非常有限，讯唐率先引领供应链管理踏入了这一片广阔的蓝海。在间接物料的供应链管理领域，讯唐的市场体量很大，专业性很强，确切地说，讯唐最大的竞争对手就是自己。”杨弢先生非常自信。

在采访中，记者一直很好奇，面对广阔的市场需求，讯唐如何真正为企业做到间接物料的有效管理？对此，

杨弢先生为记者详细解析，他说：“如果说之前讯唐贸易是一家传统的贸易商，那么现在的讯唐集团是为企业实现低库存、低损耗、低管理成本和高效运营模式供应链服务平台。讯唐，致力于打造“互联网+供应链”第一品牌，为企业提供间接物料的同时，还提供相应的供应链管理服务。”企业所需要的间接物料，包括包装材料、备品备件、劳保用品、日常办公消费品等，对于这些物料，以外包的形式，由讯唐针对客户的实际情况量身定制供应链解决方案，从采购管理，物流管理，库存管理，对账，费用结算，信息大数据采集，成本分析等提供全方位的供应链管理，主动为客户提供优化方案和免费的客户升级体验。企业无需参与具体供应链的管理，取而代之的是讯唐周到的管家式服务。

记者了解到杨弢先生提到间接物料管理的解决方案，其实是借鉴了西方先进的VMI (Vendor Managed Inventor) 管理和



JIT (Just In Time) 管理模式，为制造商或供货商提供客户库存管理与物流服务策略的信息系统，并优化整合了精益管理中的可视化、看板、减少浪费、拉动式管理等理念，开发出相对应的多制造业对多制造业间供应链管理系统，透过统一、透明、高效的平台管理，减少牛鞭效应，达到降低库存成本，提高客户服务质量的的目的。这种库存管理策略打破了传统的各供应商和企业客户各自为政的库存管理模式，体现了供应链的集成化管理思想，适应市场变化的要求，是对协作性库存、物流、采购和供应链全体系管理理念的一种成功运用。基于先进的供应链理念，讯唐用5年的时间，把自身建设成为针对高端制造业提供定制化智能供应链解决方案的创新型服务企业，为各领域客户提供无须额外增加管理成本的“间接物料”的供

应链外包服务——为客户储备库存、集中采购、派驻人员、系统化管理。让客户降本增效，能够更专注于打造自身核心竞争力。这种间接物料领域“互联网+供应链”的模式，正在成为企业客户的新增值链，而正在被越来越多的企业所认知和采用。

杨弢先生用“爆发式增长”来形容讯唐目前的发展速度。现阶段，讯唐提供的间接物料的供应链外包服务不收取任何额外费用，利用低成本和优质的管理服务这一破冰利器，实现了销售收入15倍，员工规模50倍的增长，客户从一家德资汽车零部件企业开始，拓展至全国30多家优质大中型制造业企业，在长三角经济带、珠三角经济带、京津冀地区以及东三省都有讯唐的身影。讯唐服务的客户里，80%以上均为世界顶尖企业，其中不乏类似富士康这样的世界500强，客户的业务范围覆盖汽车、电子、装备制造、食品、生物医药、化工、跨境电商等众多高端行业。

在采访中，讯唐的迅速发展令记者感到惊叹，那么讯唐是如何做到快速发展，如何让先进的“新颖理念”实打实的落地操作的呢？对此，杨弢先生为记者介绍到：“讯唐首先签署协议，以客户和讯唐双方都获得最低成本为目的，在一个共同的协议下由讯唐统一采购、持有并系统化的管理库存，并不断监督协议执行情况和修正协议内容，使库存管理得到持续地改进。讯唐有五大关键业务管理模块，一是库存管理——讯唐根据生产计划、需求计划、采购计划、历史消耗、补货计划、运输计划、库存情况等信息为企业量身打造物料清单，收集物料基础信息，设定和补充物料质量标准，与客户双方共同约定物料最大、最小、安全库存，并随客户生产情况定期更新；二是采购管理——包括采购需求处理、采购计划制定、供应商整合及物料的议价、商务及合同管理、订单管理、货物催交、



对账、供应商管理等；三是仓库管理——包括仓库重新规划和制度建设、入库管理、商品储存与保管、温湿度控制与防霉防虫、商品包装管理、商品出库管理、仓库安全管理、仓库 5S 管理、仓库账务管理；四是系统定制化和客户差异化——讯唐自主研发的系统，针对客户的时间情况会为客户量身定做，进行该系统的二次定制开发和部署；五是数据收集和增值服务——包括基础信息建档、流程数据收集、报表服务、预警功能、数据分析和其他定制化内容。这五大板块构成了“互联网+供应链”管理模式。我们有专业的工程师提供非标件设计，有专业的客服人员随时解答客户疑问、有专业的采购人员进行低成本高品质采购，有专业的仓管员进行严格的物料管理。除此之外，我们的项目经理出具月度报告，为客户分析运营状况，持续改进并提供更多增值服务，与客户一同发展。”

讯唐为企业打造的这套完整的“间接物料智能供应链”，为企业真正实现了准确计划、优质物料、优惠价格、优质仓储，全面覆盖了供应链的完整流程，推动了智能供应链在非生产性物料管理领域，也极大地相应了国家在中国供给侧改革的进行全方位推动的号召。

作为年轻的企业，记者很关注讯唐的未来发展。杨骏先生提出，讯唐的目标非常明确，那就是建立壁垒，快速扩大品牌知名度，打造“互联网+供应链”第一品牌。他说：“我觉得讯唐核心竞争力体现在两点，一是我们走在了市场前沿，这一定是我们最大竞争优势；第二是我们的平台，目前正在急剧扩大，盘子越做越大，资源整合地越来越好。2017 年以前，我们正在快速积聚体量，之后要着重品牌打造，以前我们的客户主要是中型企业，现在以世界 500 强企业为主，我们也会和地方政府、工业园、开发区合作，把品牌树立起来，快速拓展市场。”

从 2010 年建立之初的两个人到今天的规模，讯唐从无到有，从小到大，凭借着对国家政策的积极反应和热情投入，契合着国家供给侧改革，充分利用互联网的力量，优化供应链管理，走出了一条具有讯唐特色的“讯唐成功之路”。在这个朝气蓬勃的企业，年轻的 90 后们，正做着一件利国、利民、利企的大实事。我们衷心祝愿，讯唐能为中国供给侧改革，为中国制造 2025 做出更加卓越的贡献！



In November, 2015, the Chinese president Xi Jinping firstly proposed "supply-side structural reform" concept on 11th Meeting of Central Finance and Economy Leading Group, This concept centered on strengthening supply-side structural reform, increasing supply system's quality and efficiency, and empowering economic growth sustainability while properly expanding the total demands. In the same year, State Council printed and distributed another programmatic document, "Made in China 2025", to deploy the overall implementation of powerful manufacturing nation strategy.

The proposal of "supply side reform" and "Made in China 2025" raise new requirements and point out development direction for the Chinese economy. The one who can timely diagnose the historical pulse will stand out in the reform tide. Xuntang Group, a young but vigorous group, is pioneering the supply chain field.

In early summer, 2017, Multinationals in China has an interview with Mr. Travis Yang, the President of Xuntang Group in the Group's headquarters. Mr. Yang, born in 1990, is full of vitality, ideality and creativity. In addition to the fast thinking due to the entrepreneur, he is also with courage and boldness as a young man. During 3-hour interview, Yang shares his insights on Xuntang's philosophy, business and strategic layout, showing the company's state-of-the-art value concepts and excellent operation capability.

Xuntang Group was established in 2010, and its predecessor Xuntang Trade was engaged in third-party logistics, import, export and procurement service. At the very beginning, Xuntang Trade provided customized



solutions for packaging materials according to customers' requirements. When contacting customers, Xuntang found out that the indirect materials were the pain points for numerous enterprise customers. Indirect materials are not the core productive materials for any company, so they are frequently ignored by the managers; however, in case of any tiny negligence, the company's operation and management efficiency will be impacted negatively, including production halt, low fund liquidity, material damage/loss or even customer missing. Even if the indirect materials are under care management, the managerial effectiveness is also hard to reach the expectation due to limit energy and cost inputs. Aiming against this case, Xuntang specially organized supply chain management experts and internationally-leading professionals to carry out special exploratory research, and developed indirect material management solutions in 2015. "Currently, a limited number of outstanding enterprises are engaged in this field, Xuntang is one of them to lead the



supply chain management into this vast blue ocean. In the indirect material supply chain management field, Xuntang has a very large market volume, presenting high specialty. To be precise, Xuntang's largest competitor is itself," Yang feels very confident.

Facing the broad market demand, how Xuntang realize effective management against indirect materials for clients? Yang analyzes: "Xuntang Trade was a traditional packing material solution provider before, now Xuntang Group is a supply chain management platform realizing low inventory, low loss, low management cost and high-efficient operation for clients. Xuntang is devoted to create the first "Internet + supply chain" brand, providing corresponding supply chain management services in addition to indirect materials. The indirect materials needed by company include packing material, spare parts, labor protection supplies and daily office consumables. These indirect materials can be totally outsourced to Xuntang via customized supply chain solution covering logistics management, inventory management, procurement management, account verification, expense settlement, big data collection and cost analysis. Optimization plan and free up-grade are also initiatively provided to clients. Without any participation in the specific supply chain management, clients can experience the considerate one-stop services.

Yang's "indirect materials management solution" can be traced back to the state-of-the-art Vendor Managed Inventory (VMI) and Just in Time (JIT) modes, providing manufacturers or suppliers inventory management and logistics service strategy, and optimizing the visualization,



automobile parts enterprise, Xuntang's clients have been expanded to more than 30 high-quality large and medium-sized manufacturing enterprises countrywide, operating in the Yangtze River Delta economic belt, the Pearl River Delta economic belt, Beijing-Tianjin-Hebei region and Northeast China. Among Xuntang's clients, over 80% are world-class enterprises like Foxconn, covering automobile, electronic, equipment manufacturing, food, biomedical, chemical and cross-border E-business.

How does Xuntang realize rapid development, how to make "novel concept"

digital signage, waste minimization and drawing management concepts of the lean management. On this base, corresponding the unique B2B supply chain systems have been developed. This transparent and high efficiency platform can greatly reduce the bullwhip effect. and breaks through the conventional separate inventory managements for supplier and enterprise clients individually, embodying the supply chain integration management thoughts, adapting to the market changes. This is a successful utilization of cooperative inventory, logistics, procurement and supply chain management concepts. Based on state-of-the-art supply chain concepts, Xuntang has built it up as an innovative service enterprise and a customized smart supply chain solution provider for the high-end manufacturing industry for 5 years, providing indirect materials for clients at various fields without any additional management cost via the supply chain outsourcing service. With cost minimizing and efficiency maximizing, clients are able to be more dedicated to create their own core competitiveness. This "Internet+ supply chain" mode in the indirect materials field is increasingly becoming the new value-added chain for enterprise clients, and being cognized and adopted by an increasing number of enterprises.

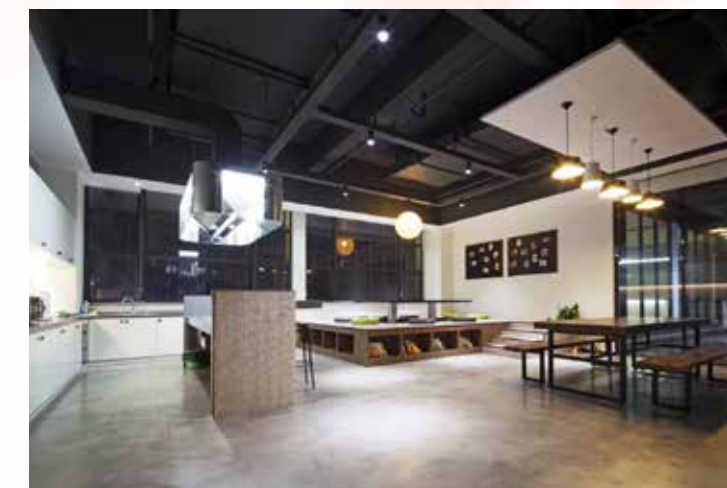
Yang uses "explosive increase" to describe Xuntang's current development speed. At the present stage, Xuntang's supply chain outsourcing service makes uses of low cost and quality management service to realize sales income increase by 15 times and employees by 50 times, without any additional cost to clients. Starting from a German-funded

be really implemented? Yang says: "Xuntang firstly signs agreement with clients, aiming to realize minimizing costs for both parties. Under the common agreement, Xuntang procures, holds and systematically manages the inventory in a united way, and continually supervises the agreement implementation condition and corrects the agreement contents, so as to sustainably improve the inventory management. Xuntang has 5 key business management modules. First is inventory management: Xuntang customizes bill of materials, collects materials information, set up and supplement materials quality criteria, jointly stipulates max/min/safe inventory, and periodically updates based on production conditions for clients according to production plan, demand plan, procurement plan, historical consumption, supplement plan, transport plan and stock availability. Second is procurement management, including procurement demand treatment, procurement plan



preparation, supplier integration and material negotiation, business and contract management, order management, goods urging, account checking and supplier management. Third is warehouse management, including warehouse re-planning, system building, warehousing management, merchandise storage, temperature and humidity control, mold protection, insect prevention, commodity packaging management, products handover management, warehouse safety management, warehouse 5S management, warehouse accounting management. Fourth is system customization and customer differentiation: Xuntang's

proprietary system customizes secondary development and deployment according to the client's time cases. Fifth is the statistics and value-added service, including data collect for the materials and the process, reporting service, pre-warning function, data analysis and others. All these five modules realize "Internet + supply chain" management mode. We have professional designers to produce sample confirmation, professional customer service personnel to clarify clients' questions at any time, professional procurement personnel to carry out low-cost high-quality procurement, and professional warehouse keepers to carry out strict material management. Moreover, our project



managers will issue monthly report to clients for analyzing the operation status, continuously improvement and more value-added services. "

This complete "indirect materials smart supply chain" realizes truly exact plan, quality material, favorable price and quality warehousing for clients, comprehensively covers the complete supply chain process, promote the smart supply chain in the indirect material management field, and greatly responds to the national supply-side reform appeal.

As a young company, how Xuntang will develop towards in the future? Yang introduces, Xuntang has a very clear objective to set

up barrier, rapidly create brand awareness, and build up first "Internet + supply chain" brand. He says: "Xuntang's core competitiveness can be embodied in two aspects: one is that we walk on the cutting edge of the market, which is our largest competitive advantage; second is our increasingly larger platform. The larger the platform is, the better resources are integrated. Before 2017, we rapidly accumulated our volumes; afterwards, we will focus on branding. Previously, our clients were centered on medium-sized enterprises; now our clients are prioritized to Fortune 500 enterprises. In addition, we also cooperate with local governments, industrial parks and development zones to set up brand and rapidly occupy market shares."

From 2 persons in 2010 to now, Xuntang grows larger and larger. By virtue of the active responding and passionate input towards the national policy, as well as the national supply-side reform, Xuntang will makes full uses of the power of the Internet to optimize supply chain management, walking out a Xuntang-featured success way. In this young but vigorous company, young men are devoted to their undertakings good for the country, people and themselves. From the bottom of hearts, we wish Xuntang be capable to make more contribution to China's supply side reform and "Made in China 2025".