

Development of a Classification Model for Value-Added and Non-Value-Added Operations in Retail Logistics: Insights from a Supermarket Case Study

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Abstract : In the context of retail logistics, the pursuit of operational efficiency and cost optimization involves a rigorous distinction between value-added and non-value-added activities. In today's competitive market, optimizing efficiency and reducing operational costs are paramount for retail businesses. This research paper focuses on the development of a classification model adapted to the retail sector, specifically examining internal logistics processes. Based on a comprehensive analysis conducted in a retail supermarket located in the north of Portugal, which covered various aspects of internal retail logistics, this study questions the concept of value and the definition of wastes traditionally applied in a manufacturing context and proposes a new way to assess activities in the context of internal logistics. This study combines quantitative data analysis with qualitative evaluations. The proposed classification model offers a systematic approach to categorize operations within the retail logistics chain, providing actionable insights for decision-makers to streamline processes, enhance productivity, and allocate resources more effectively. This model contributes not only to academic discourse but also serves as a practical tool for retail businesses, aiding in the enhancement of their internal logistics dynamics.

Keywords : lean retail, lean logisitcs, retail logistics, value-added and non-value-added

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