



CLI

5th Conference
MIT

Summary

- Group Discussion – How to improve logistics and supply chain teaching in Latam?
 - What is working?
 - What is not working?
 - CLI initiatives
 - General suggestions

- Case Studies Research by Institution

- Commitments & Next Steps

How to improve logistics and supply chain teaching in Latam?



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■ What is working?

- Focus groups, clubs, conferences
- Events to promote academic programs
- Industry specialization across programs
- Understanding market needs
- Funding for students

How to improve logistics and supply chain teaching in Latam?



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■ What is not working?

- Unable to achieve scientific excellence (i.e. more publications on top journals, more PhDs & Post-Docs.
- Not enough qualified local people / Unable to bring and retain talent
- Subjects are disconnected (Multidisciplinary view)
- Lack of resources for research
- Lack of specialized courses
- Poor cooperation for case studies from companies / Weak contact with industry
- Poor network between students and professors
- Hard to turn professionals into professors
- Part-time students not fully committed
- Not enough content translated to Spanish (most case studies are written in English)

How to improve logistics and supply chain teaching in Latam?



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■ **How CLI can provide support?**

- Support Doctorate programs
- Build mechanisms to facilitate interaction among members
- Promote the exchange of students between CLI members
- Offer executive courses
- Create a LinkedIn group
- Help with case studies
- Joint projects
- Share success stories
- Virtual teams
- Video courses
- Provide benchmarking for admission & rankings
- Create content on Blackboard or similar platform (Moodle)

How to improve logistics and supply chain teaching in Latam?



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■ General suggestions?

- Promote case method
- Software exchange among universities
- Concentrate on active industries (top 7-8) as a competitive advantage
- Create virtual learning mechanisms (video, webinar, webcast, audio)
- Establish close contact with industry, create alumni committee
- Bundled activities (thesis, sponsorship, executive education, etc)
- Share syllabus and coursework among universities

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Case Studies Research by Institution

- **Ximena & Daniel**

- **Title:** Supply Chain Operations at Galapagos Cruise Inc.

- **Objectives:**

- Illustrate the structure of tourism supply chain in Latam
- Discuss trade-off between responsiveness and cost
- Describe the challenges of local supply chain suppliers
- Describe the role of reverse logistics in this supply chain (close loop supply chain)
- The role of perishable goods
- Pricing the cost of an empty return

- **Abstract:** Galapagos Cruise Inc intends to reduce distribution costs with regards to all the food that is transported from Mainland to Galapagos. In addition, Galapagos is required to improve its footprint in such a way that meets environmental policies and regulations.

- **Data:** cost of servicing the food (total landed vs. non-landed costs).



Case Studies Research by Institution

■ Hugo & USC

■ **Title:** Increasing congestion restraint effects from distribution at large cities

■ **Objectives:**

- Illustrate the various types of restraint/enforcement related to distribution
- Describe the effect of restraints on distribution modes and their costs
- Provide alternatives distribution schemes used to satisfy restrain while minimizing costs
- Discuss potential new policies that can drive down distribution costs while decreasing traffic congestion
- Difference between individual responsibility and corporate responsibility

■ **Abstract:** CPG that has been trying to cope with the restriction posed by the government of Sao Pablo. Certainly, these policies have significantly added complexity to distribution networks and thus increased cost of serving customers.

■ **Keywords:** CPG, Society, Policy & Distribution



Case Studies Research by Institution

- **Ricardo**
- **Title:** The planner as part of the production planning and scheduling systems
- **Objectives:**
 - Understand the triple trade-off between lost sales, set-up time, and inventory costs.
 - Discuss how the planner should control this trade-off.
 - Discuss the role of automated planning and scheduling systems
 - Illustrate how the total cost approach may hide the trade-off
- **Abstract:** A soft drink bottler is trying to understand the role of a planner as part of the production planning and scheduling systems. Currently, it has been experiencing high inventory levels, lost demand, poor demand forecast. Certainly, there are many dimensions that have to be considered in order to reduce costs; however, a key decision relies on whether or not commercial software provides benefits to the company.
- **Keywords:** Production Planning, CPG, Scheduling, Production, Forecasting, Inventory Management



Case Studies Research by Institution

- **Lars**
- **Title:** End-of-Month sales / hockey-stick problem
- **Objectives:**
 - Explore the effects of end-to-month sales on financial performance
 - Describe the benefits of implementing S&OP
 - Identify variables to consider when deciding GTM strategies
 - Discuss major challenges of implementing a new solution (change management, barriers)
 - **Abstract:** A leader in the healthcare industry was experiencing high inventory levels, low service levels, decreasing market share, lost sales, and high product costs, and decided to transform the organization by implementing a S&OP process.
- **Keywords:** S&OP, Inventory Management, Demand Planning



Case Studies Research by Institution

- **David**
- **Title:** The Belo Horizonte City Case
- **Objectives:**
 - Discuss how urban planning is related to supply chain management (trade-off between cost and service)
 - Understand urban and transportation planning policies and the role of logistics in urban planning. (Balance supply and demand)
- **Abstract:** Urban and transportation planning policies have been ineffective to reduce costs and improve quality of life.
- **Keywords:** tailored logistics, urban planning, supply chain management



Case Studies Research by Institution

- **Gerardo**
- **Title:** Restaurant Industry
- **Objectives:**
 - Demonstrate the linkages between operations, HR, and marketing
 - Service Management
- **Abstract:** N/A
- **Keywords:** Service Management, Operations, Marketing



Case Studies Research by Institution

- **Michelle**
- **Title:** Newspaper
- **Objectives:**
 - Illustrate the application of a newsboy vendor
- **Abstract:** How to use a technological platform for the newsboy vendor problem
- **Keywords:** CPG, Society, Policy & Distribution



Case Studies Research by Institution

- **Juan (EAFIT)**
- **Title:** Best Practices of Material Handling in Medellin
- **Objectives:**
 - Discuss best practices for material handling in leading DC in Medellin
- **Abstract:** How leading companies integrate DC
- **Keywords:** Material Handling



Case Studies Research by Institution

- **Juan**
- **Title:** Project with Grupo Mundial
- **Objectives:**
 - Highly automated infrastructure at DC did not produce results
 - Lack of engineering for designing the picking process
 - How to reduce the time required for picking
- **Abstract:** CLI partnership
- **Keywords:** Warehousing



Case Studies Research by Institution

- **Marco**
- **Title:** Hotel Chain company (Multi-criteria Risk Analysis)
- **Objectives:**
 - Supply Chain & Logistics in the Tourism industry in Mexico
 - Selection of suppliers based on multicriteria
 - SC disruptions (Influenza, Hurricane, Earthquakes) and its impact on tourism
 - Reactions to disruptions and risk management
- **Abstract:** How Fiesta Americana deals with disruptions (mitigation)
- **Keywords:** Tourism



Case Studies Research by Institution

- **Rene (confirm)**
- **Title:** Forecasting & Bullwhip effect
- **Objectives:**
 - Company's policies were not follow by planners
 - Purchasing did not come up with a robust manufacturing plan, specifically in the process of Importing
 - How to detect a bullwhip concept
- **Abstract:** Forecasting problem
- **Keywords:** Manufacturing, Forecasting



Case Studies Research by Institution

- **Guimara**
- **Title:** Relocation of empty containers
- **Objectives:**
 - Role of Reverse Logistics in terms of reposition
 - Criteria for Port selection considering balance. Understand the dynamics of each port.
- **Abstract:** Containers
- **Keywords:** Reverse logistics



Case Studies Research by Institution

- **Martín**
- **Title:** Forest SC
- **Objectives:**
 - Supply chain management in the forest industry
 - Discuss relevant concepts of agricultural supply chain
- **Abstract:** Managing the entire process of trees (agricultural supply chain)
- **Keywords:** Forest Industry



Case Studies Research by Institution

- **Jairo**
- **Title:** Best Practices of Material Handling in Medellin
- **Objectives:**
 - Competition between 2 academic departments merged within an universtiy
- **Abstract:** N/A
- **Keywords:** University



Case Studies Research by Institution

- **Zoila, Elizabeth, Fernanda (related topics)**
- **Title:** Dealing with uncertainty in Ocean Transportation
- **(Brainstormed) Objectives:**
 - Analytical tools to use probability analysis (distributions, information theory, probabilities)
 - How to deal with uncertainty as part of decision making
 - Applied to SC to measure the impact of delays in transnational distribution (ocean transportation)
 - How to deal with capacity and pricing (auctioning)
- **Abstract:** N/A
- **Keywords:** Ocean Transportation, Canal Expansion, and Economies of Scale



Case Studies Research by Institution

- **Fabián, Nicolás**
- **Title:** State-of-the-art technology for DCs in the retail industry
- **Objectives:**
 - Advantages of sorting and handling equipment
 - Key elements that enabled the implementation of technology in DC (Chile)
- **Abstract:** N/A
- **Keywords:** IT, Supply Chain, Retailing, Operations



Topics

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Committments

- Rene - Matrix with all members (Keywords)
- Supply Chain Frontiers (Isabel)
- Gerardo – Take care setting up a Moodle *It might not be necessary if stellar is used



Next Steps

- **Virtual Meetings:**

- 1) Top quality research / research methods (SEP)

- Explore local journals, conferences

- 2) Teaching methods (March)

- Sharing software - Simulation

- 3) Metrics for performance (benchmark ranking) – What is a good measure of success (JUN)

- 4) Attract Money/Companies

- **3rd week of October (proposed for next conference)**