

International Logistics Management



- dr Marian Krupa

AGENDA:

- 1. Introduction to the International Logistics Management**
- 2. International Supply Chain Management (SCM)**
- 3. IT and International Logistics Management – ERP software overview**
- 4. International transportation systems**
- 5. International logistics structures and networks management**
- 6. Strategic and operational information management in Logistics - towards Global Business Intelligence.**
- 7. International Logistics Management – case study**

2. Supply Chain Management in the global perspective

SCM / integration / collaboration

Incoterms / International trade

Globalization / Key trends

Logistics Performance Index: LPI 2015+



Supply Chain Management

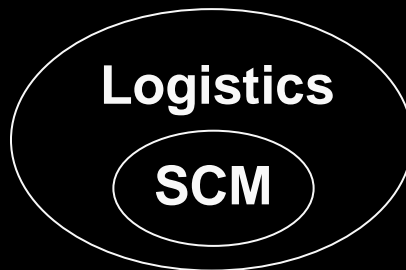
- definitions

Supply Chain Management



- ✓ **SCM** – Four perspectives on logistics and supply chain management:

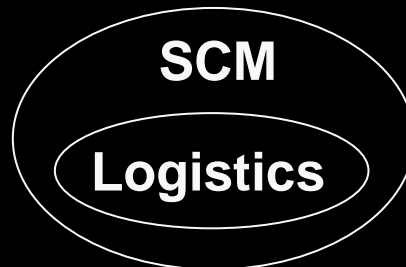
Traditionalist



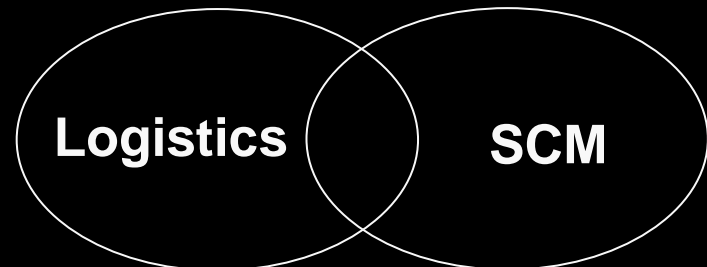
Re-labelling



Unionist



Intersectionist



SCM – origin of the concept

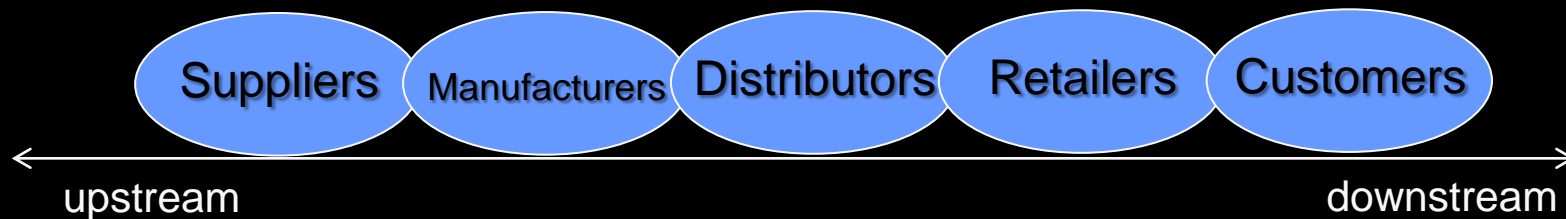


- ✓ **SC Management (SCM)** – the term was originally introduced by consultants in the early 1980s. (Keith Oliver)
- ✓ It was assumed at that time that **SCM** is much **wider than logistics** concept (Unionist School).
- ✓ **The origin definition:** Supply chain (SC) – **network of organizations** that are involved in the different processes and activities that produce value for the ultimate customer. (M. Christopher).

Supply Chain Management



- ✓ **SCM** – the management across a network of **upstream** and **downstream organisations** of 1) material, 2) information and 3) resource flows that lead to the creation of value in the form of products and/or services (**M. Christopher**).
- ✓ **Upstream (Supply side)** – supplier is at the end of the supply chain (**Push strategy**).
- ✓ **Downstream (Demand side)** – customer is at the end of the supply chain (**Pull strategy**).



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- ✓ **SCM** (definition 1) – encompass a number of **key flows**:
- physical flows of materials
 - flows of information that inform the supply chain (SC)
 - resources which help supply chain to operate effectively (people, energy, buyers' markets etc.).

(M. Christopher)

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- ✓ **SCM** (definition 2): encompasses (Council of Supply Chain Management Professionals)
 - the planning and management of all activities involved in 1) sourcing, 2) procurement, 3) conversion, and 4) logistics management (**Unionists**).
 - It also includes the crucial components of **coordination** and **collaboration** with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers.
 - In essence, supply chain management **INTEGRATES supply and demand** management both within a single organization and across a group of companies.

Supply Chain Management



- ✓ **SCM** (definition 3):
(Lambert / Global supply chain forum)
 - Supply chain management is the **integration** of key business processes across the supply chain for the purpose of **creating VALUE** for customers and **stakeholders**.

Supply Chain Management



✓ **SCM** (definition 4):

(Mentzer)

- **Supply chain management** is the **systematic, strategic coordination (the balance)** of:
 - 1) the traditional business functions (logistics!) and
 - 2) the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of **improving the long-term performance** of the individual companies and the **supply chain as a whole**.

Supply Chain Management



- ✓ **SCM** vs **Logistics** (What's new? **final conclusion**):
 - ✓ The **network** of organizations management;
 - ✓ The need for **collaboration** (access to information) across the network;
 - ✓ The entire supply chain **integration** and **optimization** management model;
 - ✓ **Long term** (strategic) approach;
 - ✓ **IT implementations** to control complexity of the network;

Integration vs Collaboration

Supply Chain Management



✓ **Integration vs Collaboration**

- **Integration:** the alignment and interlinking of business processes (**flow integration of business model / processes / technology / IT**).
- **Collaboration:** relationship between supply chain partners developed over period of time (**human based relationships**).

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✓ **Four primary modes of INTEGRATION (SCM):**

- **Internal integration:** cross-functional integration within one organisation.
- **Backwork integration:** the process of integration starts and is constacted from a retailer (**pull strategy**).
- **Forward integration:** the process of integration starts from supplier (**push strategy**).
- **Mixed integration:** the total integration – rare, however theoretically ideal, the best for SCM.

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✓ **COLLABORATION principles:**

- **Trust vs Loyalty.** Business partners have to make axiological decision:
 - from customer point of view: it is trust or don't trust approach;
 - from seller point of view: it is to be loyal in regard to your customer (business partner) or not.
- In most cases both business partners are just too afraid, from one hand 1) to implement trust strategy and 2) loyal approach form the other.

Supply Chain Management



✓ **COLLABORATION principles:**

- **The business partners dilemma [Straffin]:**

Payoff matrix (The game theory)

		Your partner (Supplier)	
		Be loyal	Do not be loyal
You (CUSTOMER)	Trust	A [9;9]	B [-10;10]
	Do not trust	C [10;-10]	D [-9;-9]

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- ✓ **International SCM** problems and obstacles (1/3):
 - **Distribution Network Configuration:** large and different number of location and network missions of suppliers, production facilities, distribution centers, warehouses, cross-docks and customers;
 - **Distribution Strategy:** questions of operating control (centralized, decentralized or shared); delivery scheme, e.g., direct shipment, pool point shipping, cross docking, direct store delivery (DSD), closed loop shipping;

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- ✓ **International SCM** problems and obstacles (2/3):
 - **Trade-Offs in Logistical Activities:** Trade-offs may increase the total cost if only one of the activities is optimized. It is therefore imperative to take a systems approach when planning logistical activities.
 - **Information:** Integration of processes through the supply chain to share valuable information, including demand signals, forecasts, inventory, transportation, potential collaboration, etc.

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- ✓ **International SCM** problems and obstacles (3/3):
 - **Inventory Management:** defining quantity and location of inventory, including raw materials, work-in-process (WIP) and finished goods.
 - **Cash-Flow:** Arranging the payment terms and methodologies for exchanging funds across entities within the supply chain.
 - **Cultural differences:** language, different historical background, different law systems, accounting systems, business ethos, etc

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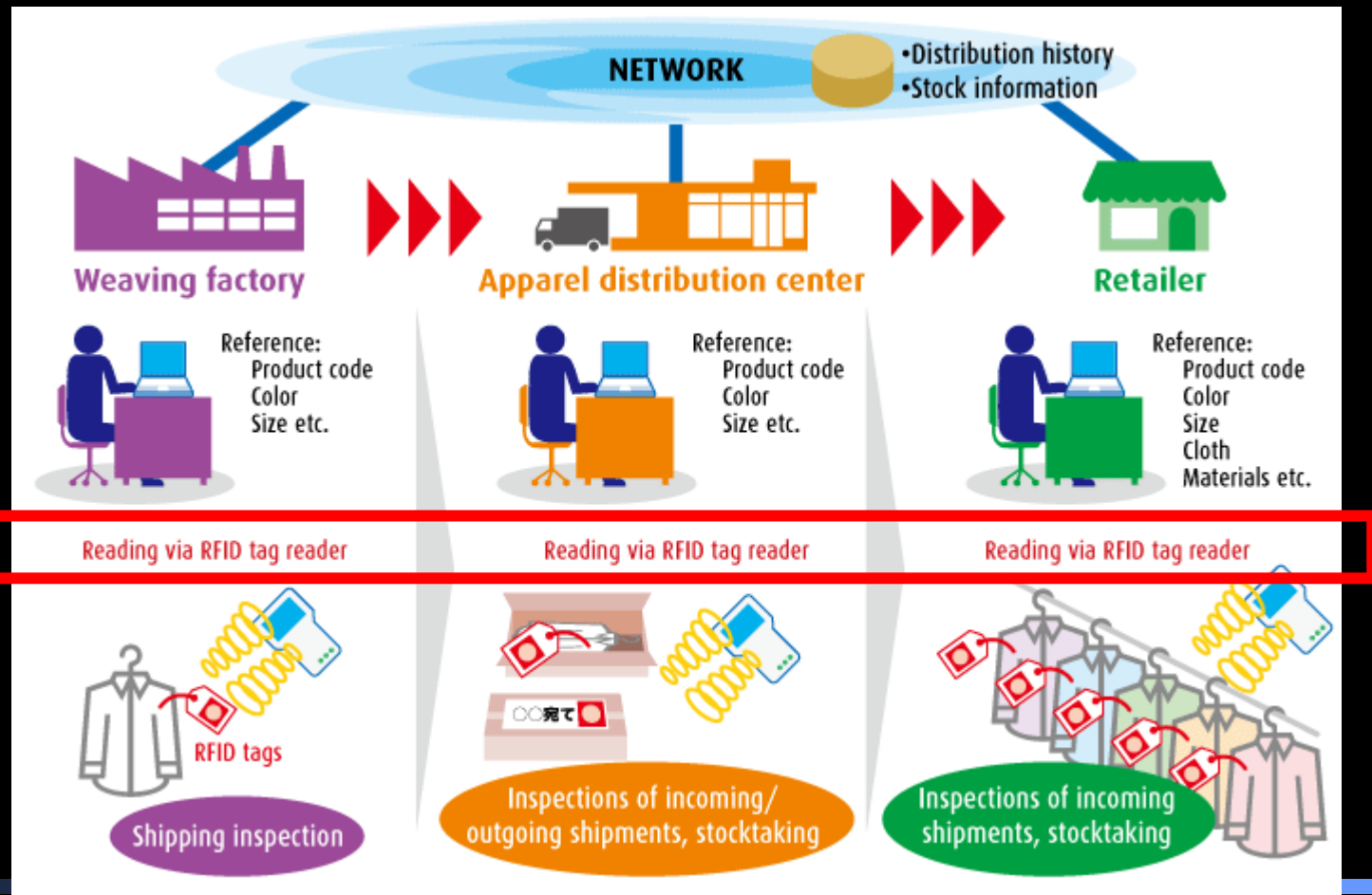
- Case study

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✓ **SCM** – example (1): Apparel industry

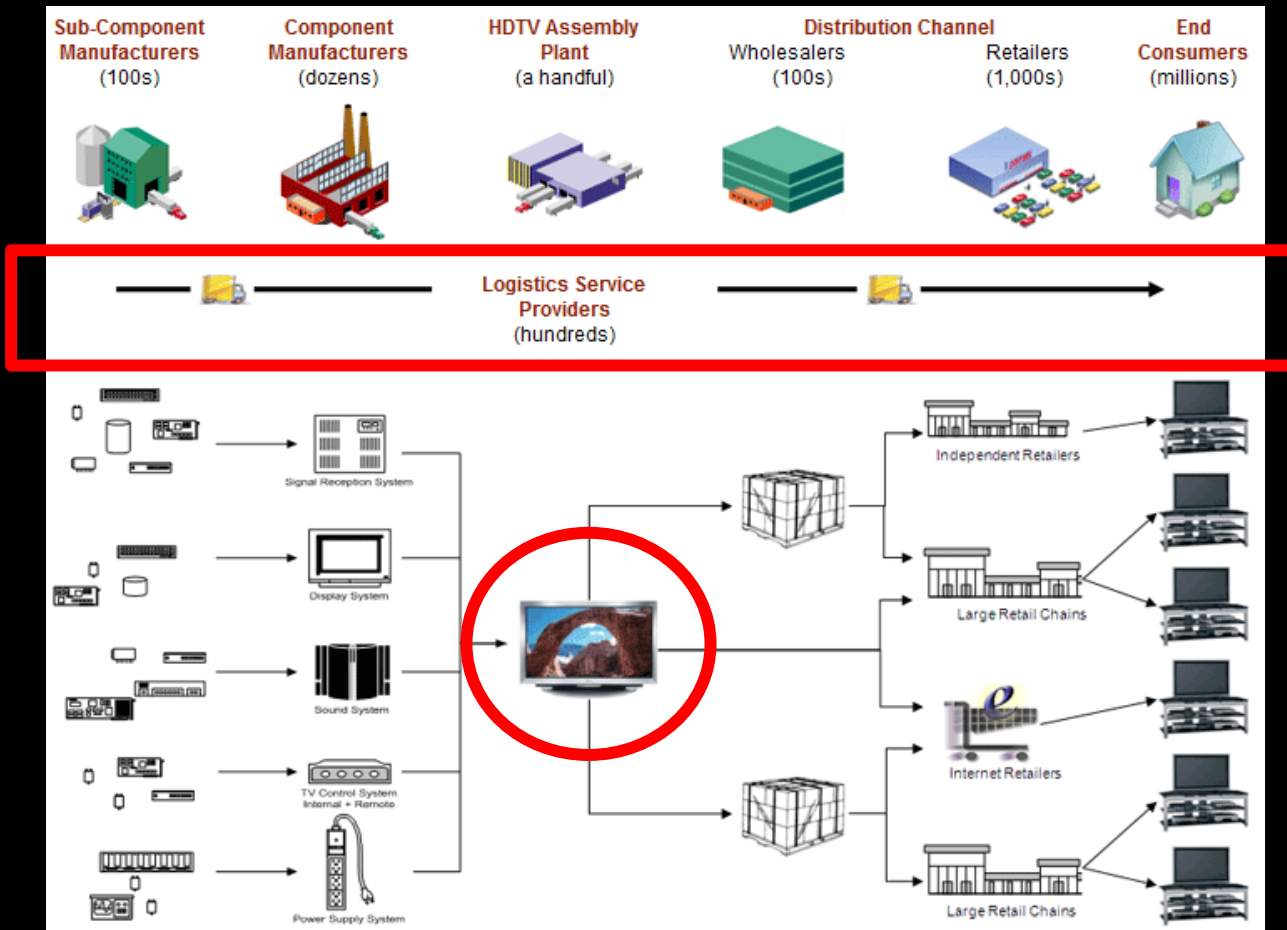
RFID:
Radio-
frequency
identification



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✓ **SCM** – example (2): electronic industry

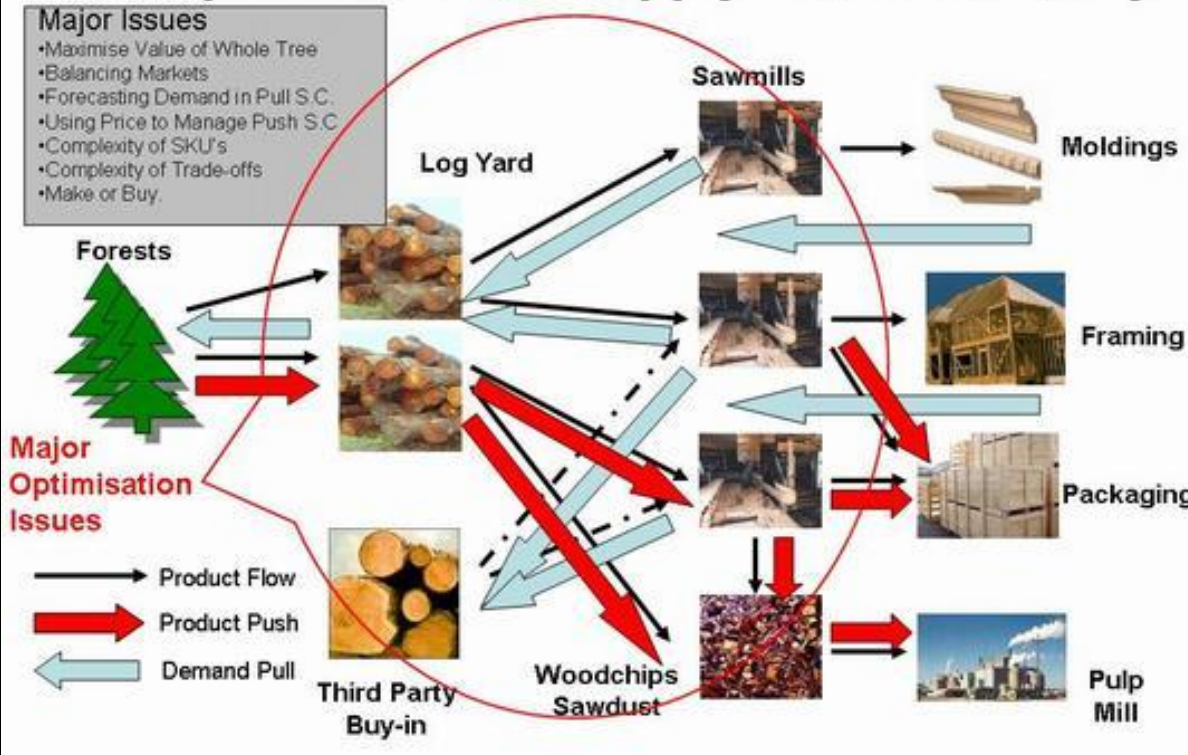


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✓ **SCM** – example (3a): forest industry



Example- Push Pull Supply Chain- Forestry



- ✓ Value mgmt.
- ✓ Balancing demand/supply
- ✓ Pull/Push strategy
- ✓ Trade-offs
- ✓ Make or buy

SCM software solution

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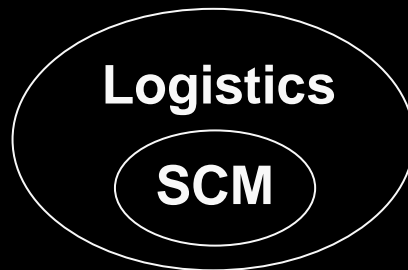
- ✓ **SCM** – example (3b): forest industry
- ✓ *Before justifying the harvest of a tree – **harvester/ woodcutter**: (1) the type of wood; 2) the quantity), a **supply chain manager** has to **ensure balance** (optimization) of:
1) price, 2) demand, 3) product flows and 4) inventory level across a large number of SKU's (stock-keeping unit) and a very diverse customer base.*
- ✓ *Optimization with **SCM software** in various forms has been used in the forestry industry for many years to assist in managing this complexity.*

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✓ **SCM** ? – your answer is...

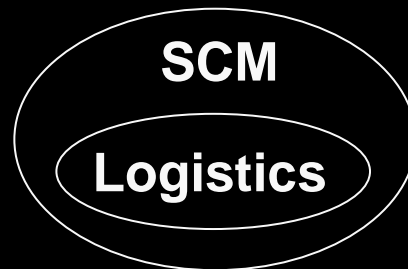
Traditionalist



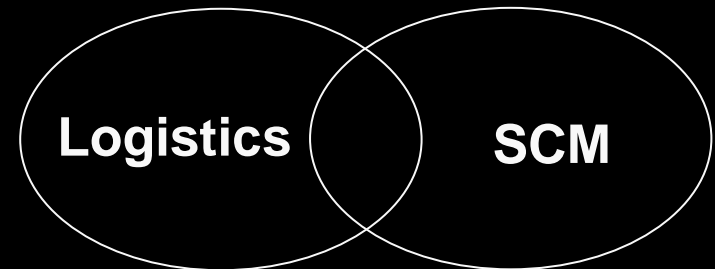
Re-labelling



Unionist



Intersectionist



INCOTERMS

Supply Chain Management



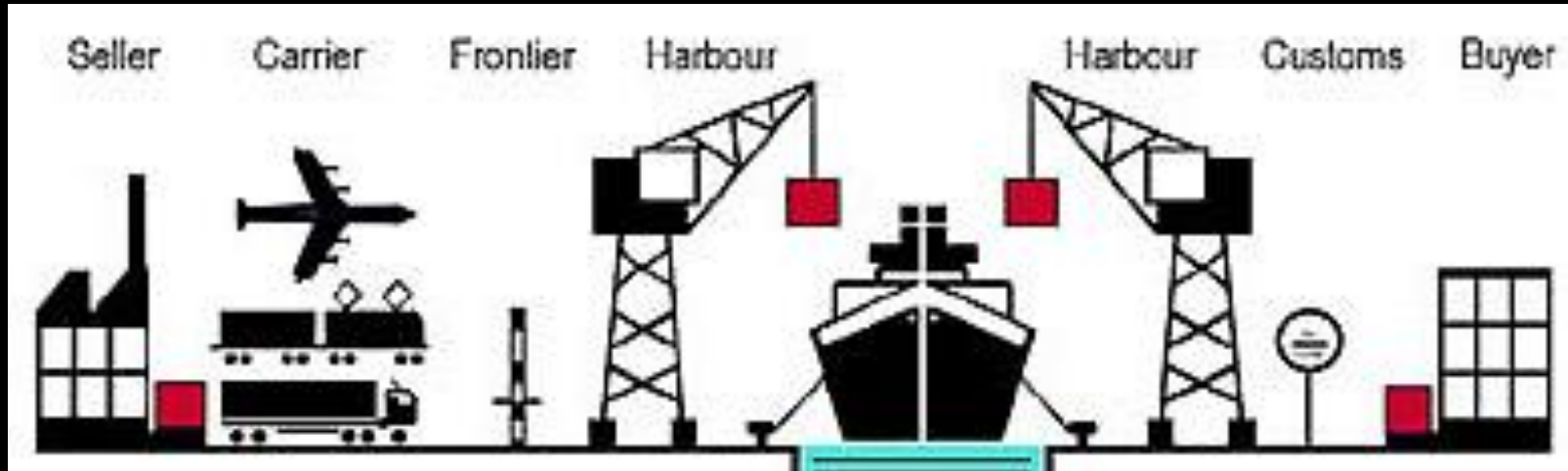
✓ **INCOTERMS** International Commercial terms:

- **INCOTERMS**: Abbreviation for **international commercial terms** that are now commonly accepted standards in global trade.
Mangan, Lalwani, Butcher, Global Logistics and Supply Chain Management, Wiley & Sons, 2008.
- **INCOTERMS**: define the responsibility for the shipment of goods in terms of 1) transportation, 2) insurance and 3) customs.
- The Incoterms rules began development in 1921. Incoterms were first published in 1936 **by the International Chamber of Commerce** (<http://www.iccwbo.org>)

Supply Chain Management



✓ **INCOTERMS:**



Who is responsible for:

- 1) Transportation costs
- 2) Risk / Insurance costs
- 3) Customs clearance costs

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✓ **INCOTERMS** there are 4 groups / 13 incoterms (1):

- **Group E:** Departure
 - EXW / ex-works
- **Group F:** Main carriage not paid by seller
 - FCA / free carrier
 - FAS / free along ship
 - FOB / free on board

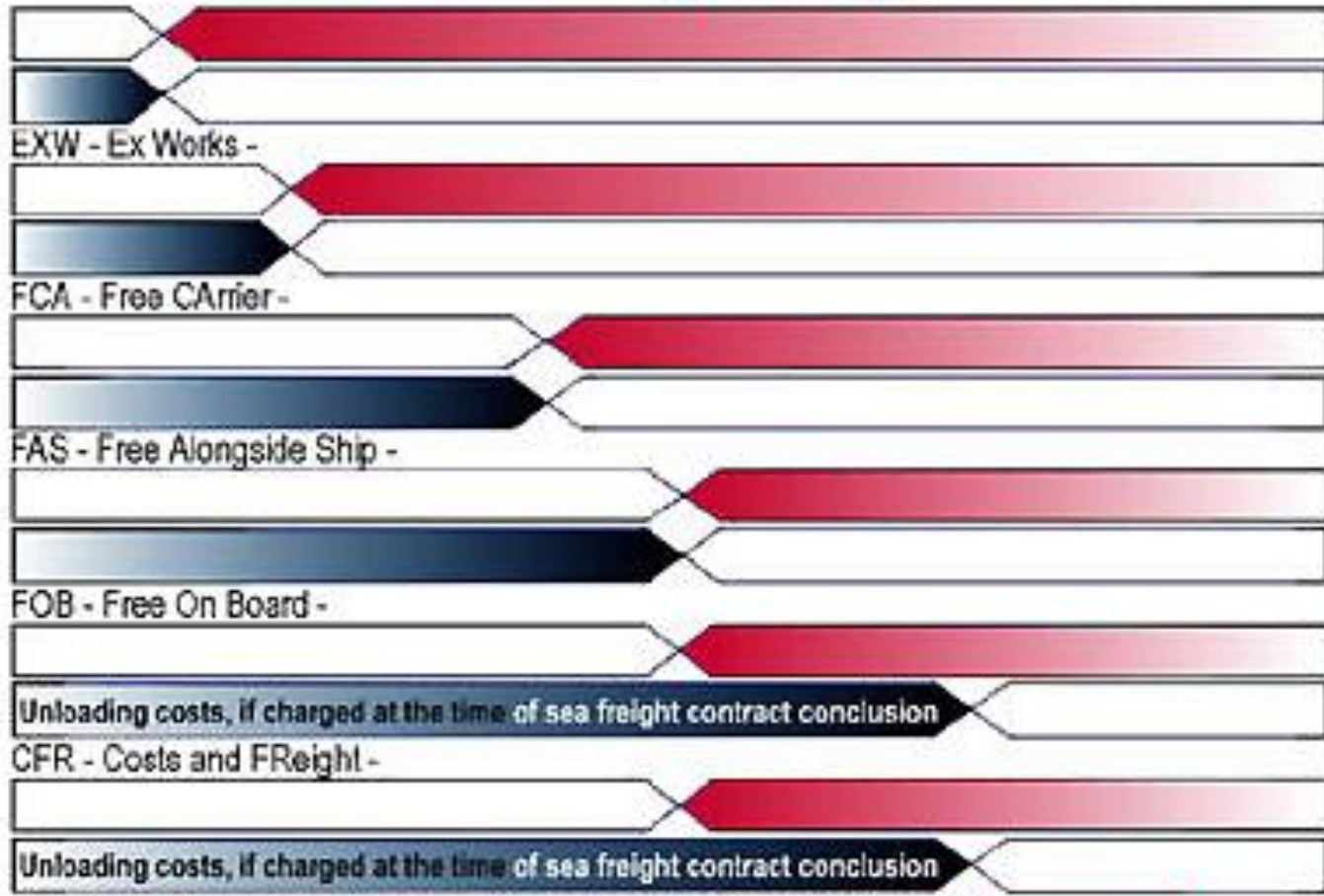
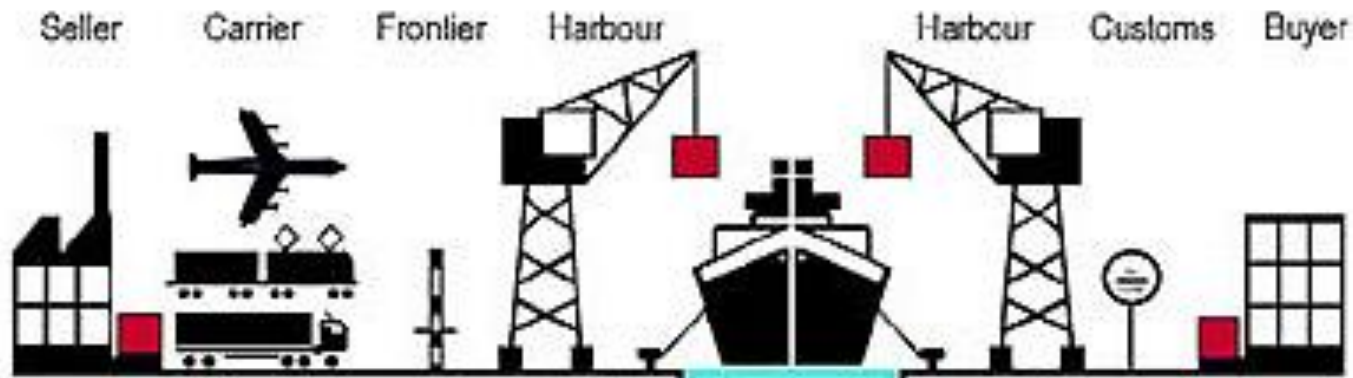
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✓ **INCOTERMS** there are 4 groups / 13 incoterms (2):

- **Group C:** Main carriage paid by the seller
 - CFR / cost and freight
 - CIF / cost, insurance and freight
 - CPT / carriage paid to
 - CIP / carriage and insurance paid
- **Group D:** Arrival
 - DAF/ deliver at frontier
 - DES / deliver ex ship
 - DEQ / delivered ex quay
 - DDU / deliver duty unpaid / DDP / delivered duty paid

INCOTERMS (1)



recommended recommended

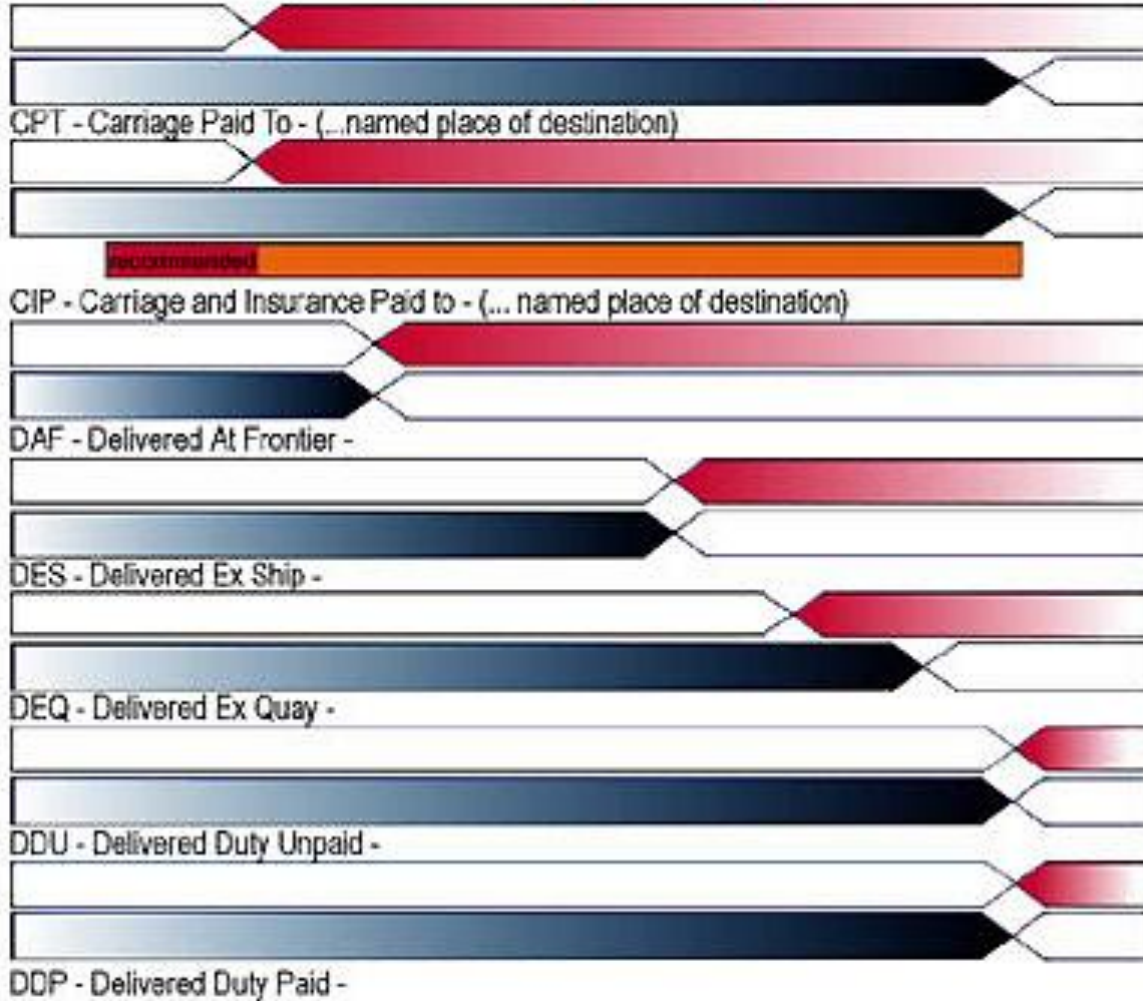
CIF - Costs, Insurance and Freight -

-  Risks of seller
-  Costs of seller
-  Risks of buyer
-  Costs of buyer
-  Insurance costs of buyer

Seller Carrier Frontier Harbour Harbour Customs Buyer



INCOTERMS (2):



- Risks of seller
- Costs of seller
- Risks of buyer
- Costs of buyer
- Insurance costs of buyer

Without guarantee - for details and in case of doubt the wording of the Incoterms applies.

Supply Chain

✓ **INCOTERMS** the



Incoterms® 2010 English Edition

By the International Chamber of Commerce (ICC)

ICC Product No. 715E, 2010 Edition

Product Language: 

★★★★★


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GLOBALISATION **(Glocalisation)**

Supply Chain Management



- ✓ **GLOBALISATION** – Think global, act local [Levitt]
 - Falling political (totalitarian) systems → Opening borders;
 - Regional networking → Free trade agreements;
 - Easy flow of goods → Growth in the international trade level;
 - Increase competition → Falling product prices / lower costs.
 - Productivity improvement → SCM optimization.
 - Flexibility / Agile approach → Personalization / inventory reduction.

Glocalisation – adopting standard, mass, global product to local wants and preferences.

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- ✓ **GLOBALISATION** – Think global, act local [Levitt]
- DEFINITION: An umbrella term for a **complex** series of economic, social, technological, cultural and political changes which continue to take place throughout the world.
- Global **cause and effect** rule (positive and negative influence)!

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✓ **GLOBALISATION** – Think global, act local [Levitt]

Eastern Telegraph Company 1899 chart of undersea telegraph cabling. An example of modern globalizing technology in the beginning of the 20th century.



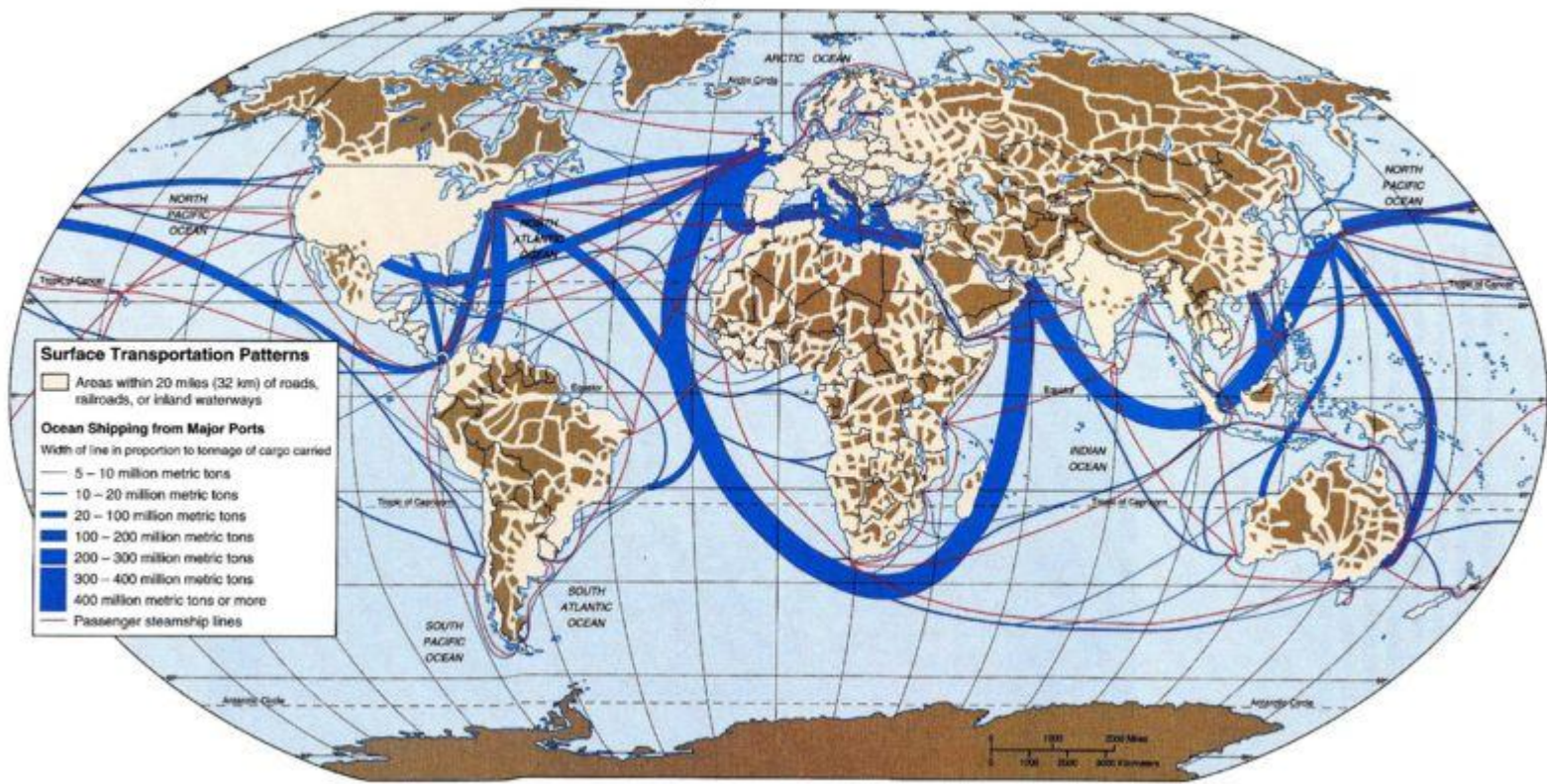
http://en.wikipedia.org/wiki/File:1901_Eastern_Telegraph_cables.png

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✓ International shipping routes 2010

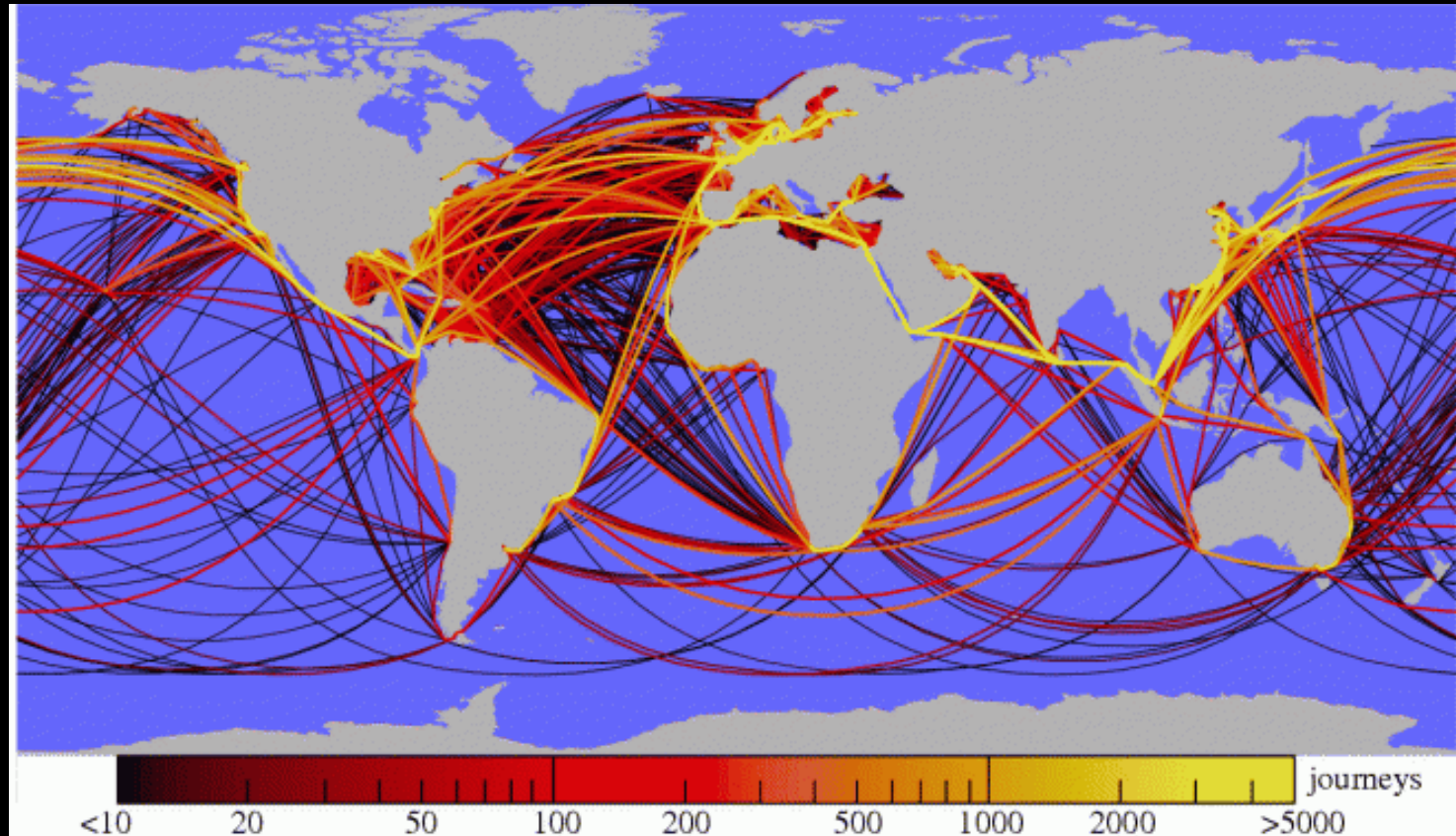
World Transportation Patterns



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- ✓ International shipping routes / mapped by GPS

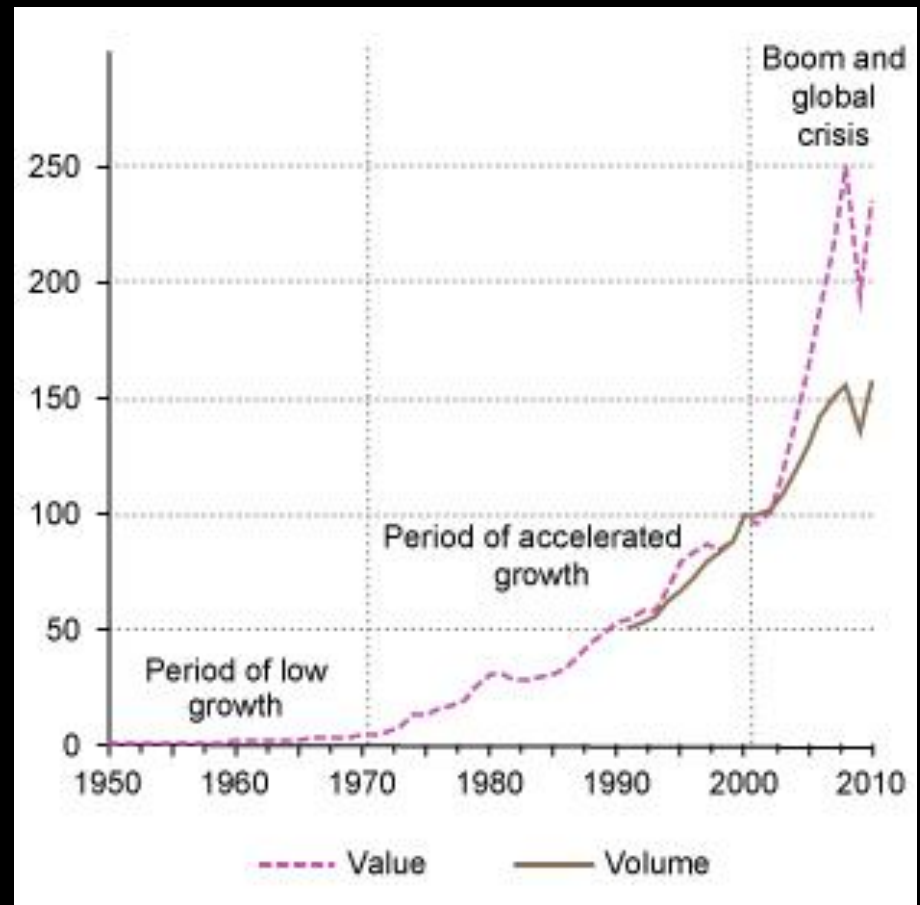


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✓ **GLOBALISATION** – Think global, act local [Levitt]

Long-term trends in value and
volume of merchandise exports,
1950-2010
(Index numbers, 2000=100)



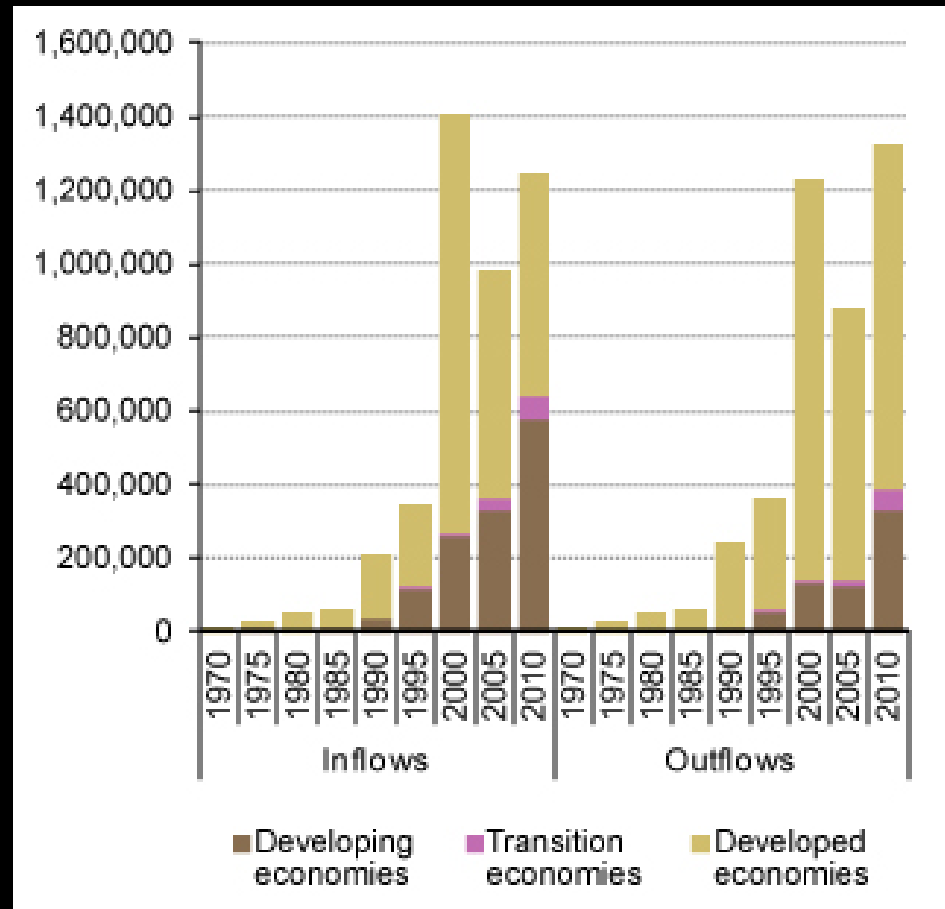
Source: UNCTAD secretariat calculations, based on UNCTADstat and CPB Netherlands Bureau of Economic Policy Analysis, *World trade database*

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✓ **GLOBALISATION** – Think global, act local [Levitt]

Private capital flows (**inflows and outflows of the capital**) consist of three main categories: foreign direct investment (FDI), portfolio investment, and other investment.



Source: UNCTAD secretariat calculations, based on IMF, *WEO October 2011*

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✓ **GLOBALISATION** – conclusions

- The process of (global) integration.
- The significant increase of world trade / people movement.
- The global competition / regional competition.
- The **global flow of capital, jobs**, goods and services.
- The global cause and effect business model (**domino effect**).
- **Standardization** vs **personalization** (local, cultural influence).
- The increase of the value of global corporations vs the increase of the national debts.
- ?

Logistics (Global) Performance Index (LPI 2012/14/18)

by



Supply Chain Management



- ✓ **LPI – Logistics Performance Index**
- ✓ The International LPI provides **qualitative evaluations** of a country in **six areas** by its trading partners.
- ✓ The method of research: **a survey** - logistics professionals working outside the country.
- ✓ Primary data for the LPI 2012+ index is available for **155 countries**.
- ✓ LPI started in 2007.



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- ✓ **LPI** – Logistics Performance Index
 - ✓ Customs
 - ✓ Infrastructure
 - ✓ International shipment
 - ✓ Logistics competence
 - ✓ Tracking and tracing
 - ✓ Timeliness / delivery on time

Six key dimensions
of LPI evaluation



LPI 2012



Country	Year	LPI Rank	LPI Score	Customs ?	Infrastructure ?	International shipments ?	Logistics competence ?	Tracking & tracing ?	Timeliness ?
Singapore	2012	1	4.13	4.10	4.15	3.99	4.07	4.07	4.39
Hong Kong, China	2012	2	4.12	3.97	4.12	4.18	4.08	4.09	4.28
Finland	2012	3	4.05	3.98	4.12	3.85	4.14	4.14	4.10
Germany	2012	4	4.03	3.87	4.26	3.67	4.09	4.05	4.32
Netherlands	2012	5	4.02	3.85	4.15	3.86	4.05	4.12	4.15
Denmark	2012	6	4.02	3.93	4.07	3.70	4.14	4.10	4.21
Belgium	2012	7	3.98	3.85	4.12	3.73	3.98	4.05	4.20
Japan	2012	8	3.93	3.72	4.11	3.61	3.97	4.03	4.21
United States	2012	9	3.93	3.67	4.14	3.56	3.96	4.11	4.21
United Kingdom	2012	10	3.90	3.73	3.95	3.63	3.93	4.00	4.19
Austria	2012	11	3.89	3.77	4.05	3.71	4.10	3.97	3.79
France	2012	12	3.85	3.64	3.96	3.73	3.82	3.97	4.02
Sweden	2012	13	3.85	3.68	4.13	3.39	3.90	3.82	4.26
Canada	2012	14	3.85	3.58	3.99	3.55	3.85	3.86	4.31
Luxembourg	2012	15	3.82	3.54	3.79	3.70	3.82	3.91	4.19
Switzerland	2012	16	3.80	3.88	3.98	3.46	3.71	3.83	4.01
United Arab Emirates	2012	17	3.78	3.61	3.84	3.59	3.74	3.81	4.10
Australia	2012	18	3.73	3.60	3.83	3.40	3.75	3.79	4.05
Taiwan	2012	19	3.71	3.42	3.77	3.58	3.68	3.72	4.10
Spain	2012	20	3.70	3.40	3.74	3.68	3.69	3.67	4.02
Korea, Rep.	2012	21	3.70	3.42	3.74	3.67	3.65	3.68	4.02



LPI 2012

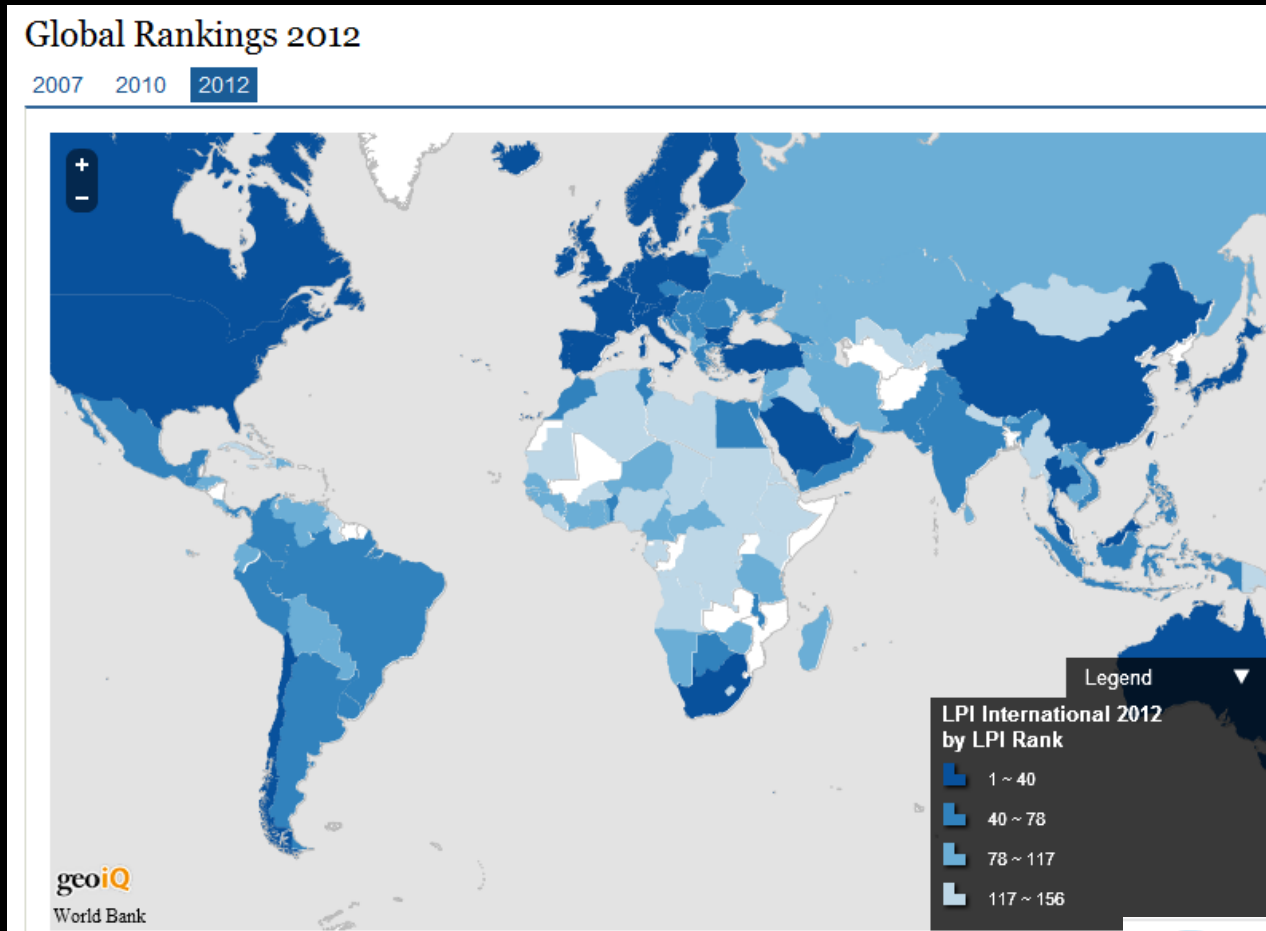


Country	Year	LPI Rank	LPI Score	Customs ?	Infrastructure ?	International shipments ?	Logistics competence ?	Tracking & tracing ?	Timeliness ?
Norway	2012	22	3.68	3.46	3.86	3.49	3.57	3.67	4.09
South Africa	2012	23	3.67	3.35	3.79	3.50	3.56	3.83	4.03
Italy	2012	24	3.67	3.34	3.74	3.53	3.65	3.73	4.05
Ireland	2012	25	3.52	3.40	3.35	3.40	3.54	3.65	3.77
China	2012	26	3.52	3.25	3.61	3.46	3.47	3.52	3.80
Turkey	2012	27	3.51	3.16	3.62	3.38	3.52	3.54	3.87
Portugal	2012	28	3.50	3.19	3.42	3.43	3.48	3.60	3.88
Malaysia	2012	29	3.49	3.28	3.43	3.40	3.45	3.54	3.86
Poland	2012	30	3.43	3.30	3.10	3.47	3.30	3.32	4.04
New Zealand	2012	31	3.42	3.47	3.42	3.27	3.25	3.58	3.55
Iceland	2012	32	3.39	3.53	3.39	3.01	3.47	3.39	3.62
Qatar	2012	33	3.32	3.12	3.23	2.88	3.25	3.50	4.00
Slovenia	2012	34	3.29	3.05	3.24	3.34	3.25	3.20	3.60
Cyprus	2012	35	3.24	3.02	3.17	3.21	3.17	3.36	3.54
Bulgaria	2012	36	3.21	2.97	3.20	3.25	3.10	3.16	3.56
Saudi Arabia	2012	37	3.18	2.79	3.22	3.10	2.99	3.21	3.76
Thailand	2012	38	3.18	2.96	3.08	3.21	2.98	3.18	3.63
Chile	2012	39	3.17	3.11	3.18	3.06	3.00	3.22	3.47
Hungary	2012	40	3.17	2.82	3.14	2.99	3.18	3.52	3.41
Tunisia	2012	41	3.17	3.12	2.88	2.88	3.12	3.25	3.75
Croatia	2012	42	3.16	3.06	3.35	2.95	2.92	3.20	3.54
Malta	2012	43	3.16	2.81	3.10	3.17	3.01	3.05	3.79
Czech Republic	2012	44	3.14	2.95	2.96	3.01	3.34	3.17	3.40
Brazil	2012	45	3.13	2.51	3.07	3.12	3.12		

LPI 2012



✓ Logistics Performance Index – world map



LPI 2014



✓ Logistics Performance Index – world map

Country	Year	LPI Rank	LPI Score	Customs ?	Infrastructure ?	International shipments ?	Logistics competence ?	Tracking & tracing ?	Timeliness ?
Germany	2014	1	4.12	4.10	4.32	3.74	4.12	4.17	4.36
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Belgium	2014	3	4.04	3.80	4.10	3.80	4.11	4.11	4.39
United Kingdom	2014	4	4.01	3.94	4.16	3.63	4.03	4.08	4.33
Singapore	2014	5	4.00	4.01	4.28	3.70	3.97	3.90	4.25
Sweden	2014	6	3.96	3.75	4.09	3.76	3.98	3.97	4.26
Norway	2014	7	3.96	4.21	4.19	3.42	4.19	3.50	4.36
Luxembourg	2014	8	3.95	3.82	3.91	3.82	3.78	3.68	4.71
United States	2014	9	3.92	3.73	4.18	3.45	3.97	4.14	4.14
Japan	2014	10	3.91	3.78	4.16	3.52	3.93	3.95	4.24
Ireland	2014	11	3.87	3.80	3.84	3.44	3.94	4.13	4.13
Canada	2014	12	3.86	3.61	4.05	3.46	3.94	3.97	4.18
France	2014	13	3.85	3.65	3.98	3.68	3.75	3.89	4.17
Switzerland	2014	14	3.84	3.92	4.04	3.58	3.75	3.79	4.06
Hong Kong, China	2014	15	3.83	3.72	3.97	3.58	3.81	3.87	4.06
Australia	2014	16	3.81	3.85	4.00	3.52	3.75	3.81	4.00
Denmark	2014	17	3.78	3.79	3.82	3.65	3.74	3.36	4.39
Spain	2014	18	3.72	3.63	3.77	3.51	3.83	3.54	4.07
Taiwan	2014	19	3.72	3.55	3.64	3.71	3.60	3.79	4.02
Italy	2014	20	3.69	3.36	3.78	3.54	3.62	3.84	4.05
Korea, Rep.	2014	21	3.67	3.47	3.79	3.44	3.66	3.69	4.00
Austria	2014	22	3.65	3.53	3.64	3.26	3.56	3.93	4.04
New Zealand	2014	23	3.64	3.92	3.67	3.67	3.56	3.33	3.72
Finland	2014	24	3.62	3.89	3.52	3.52	3.72	3.31	3.80
Malaysia	2014	25	3.59	3.37	3.56	3.64	3.47	3.58	3.92
Portugal	2014	26	3.56	3.26	3.37	3.43	3.71	3.71	3.87
United Arab Emirates	2014	27	3.54	3.42	3.70	3.20	3.50	3.57	3.92
China	2014	28	3.53	3.21	3.67	3.50	3.46	3.8	3.8

LPI 2014



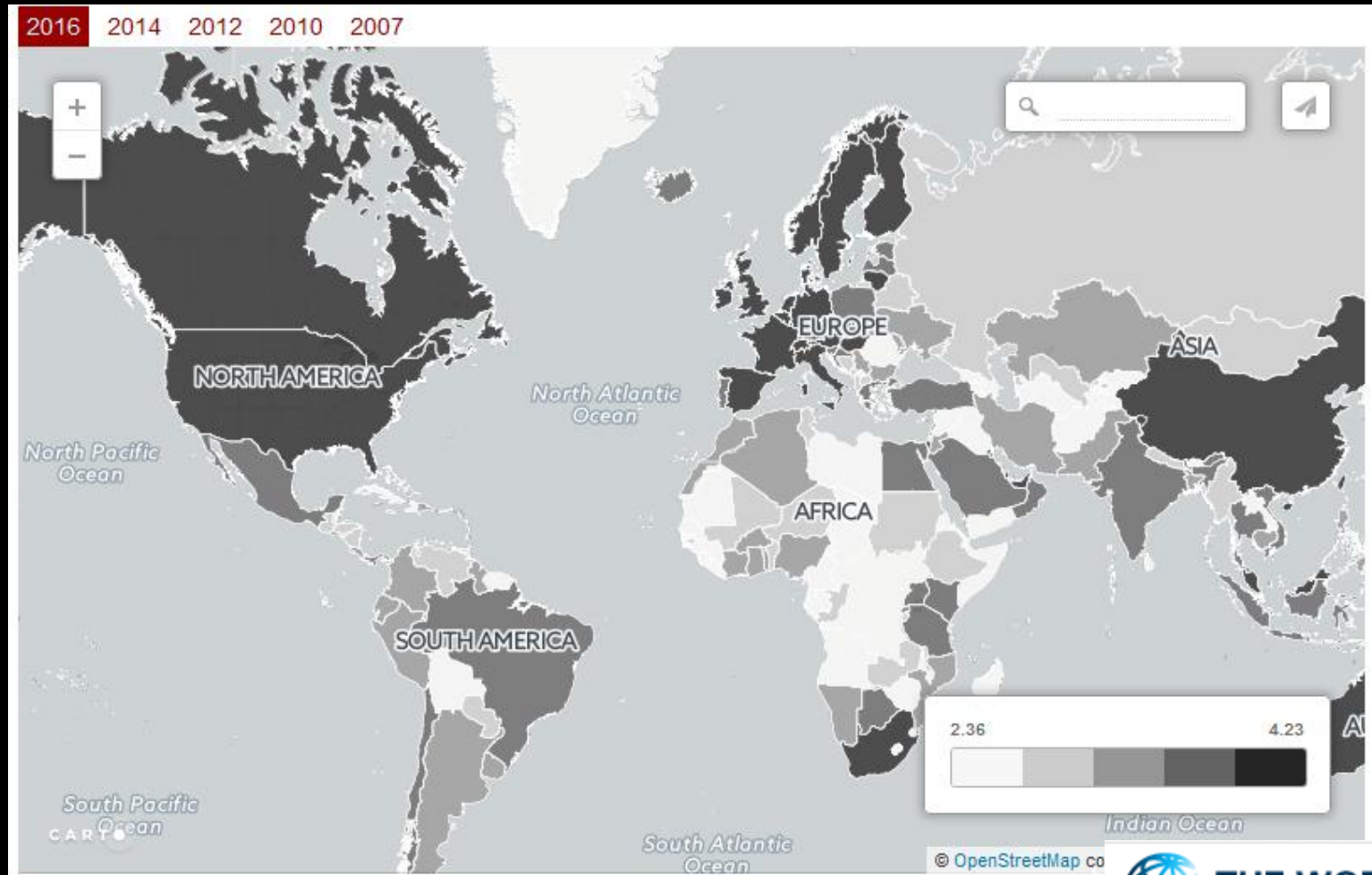
✓ Logistics Performance Index – world map

Country	Year	LPI Rank	LPI Score	Customs ?	Infrastructure ?	International shipments ?	Logistics competence ?	Tracking & tracing ?	Timeliness ?
Emirates									
China	2014	28	3.53	3.21	3.67	3.50	3.46	3.50	3.87
Qatar	2014	29	3.52	3.21	3.44	3.55	3.55	3.47	3.87
Turkey	2014	30	3.50	3.23	3.53	3.18	3.64	3.77	3.68
Poland	2014	31	3.49	3.26	3.08	3.46	3.47	3.54	4.13
Czech Republic	2014	32	3.49	3.24	3.29	3.59	3.51	3.56	3.73
Hungary	2014	33	3.46	2.97	3.18	3.40	3.33	3.82	4.06
South Africa	2014	34	3.43	3.11	3.20	3.45	3.62	3.30	3.88
Thailand	2014	35	3.43	3.21	3.40	3.30	3.29	3.45	3.96
Latvia	2014	36	3.40	3.22	3.03	3.38	3.21	3.50	4.06
Iceland	2014	37	3.39	3.54	3.34	3.15	3.46	3.38	3.51
Slovenia	2014	38	3.38	3.11	3.35	3.05	3.51	3.51	3.82
Estonia	2014	39	3.35	3.40	3.34	3.34	3.27	3.20	3.55
Romania	2014	40	3.26	2.83	2.77	3.32	3.20	3.39	4.00
Israel	2014	41	3.26	3.10	3.11	2.71	3.35	3.20	4.18
Chile	2014	42	3.26	3.17	3.17	3.12	3.19	3.30	3.59
Slovak Republic	2014	43	3.25	2.89	3.22	3.30	3.16	3.02	3.94
Greece	2014	44	3.20	3.36	3.17	2.97	3.23	3.03	3.50
Panama	2014	45	3.19	3.15	3.00	3.18	2.87	3.34	3.63
Lithuania	2014	46	3.18	3.04	3.18	3.10	2.99	3.17	3.60
Bulgaria	2014	47	3.16	2.75	2.94	3.31	3.00	2.88	4.04
Vietnam	2014	48	3.15	2.81	3.11	3.22	3.09	3.19	3.49
Saudi Arabia	2014	49	3.15	2.86	3.34	2.93	3.11	3.15	3.55
Mexico	2014	50	3.13	2.69	3.04	3.19	3.12	3.14	3.57
Malta	2014	51	3.11	3.00	3.08	3.23	3.00	3.15	3.15
Bahrain	2014	52	3.08	3.29	3.04	3.04	3.04	3.29	2.80
Indonesia	2014	53	3.08	2.87	2.92	2.87	3.21	3.11	3.53
India	2014	54	3.08	2.72	2.88	3.20	3.03	3.11	3.51
Croatia	2014	55	3.05	2.95	2.92	2.98	3.00	3.11	3.37
Kuwait	2014	56	3.01	2.69	3.16	2.76	2.96	3.16	3.39
Philippines	2014	57	3.00	3.00	2.60	3.33	2.93	3.00	

LPI 2016



✓ Logistics Performance Index – world map



LPI 2018

<https://lpi.worldbank.org/>



LPI Dataset Sections

International LPI



Global Performance >>

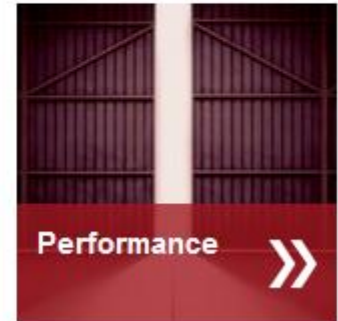


Country Score Card >>

Domestic LPI



Environment and Institutions >>



Performance >>

Questions ?



- dr Marian Krupa

Exam Questions (2):



- ✓ Define the terms integration and collaboration in the global SCM context.
- ✓ Elaborate on specific methods, strategies and tools used to enable collaboration.
- ✓ Is your country among the world's most globalised countries? What could it do to improve its position from logistics point of view (LPI 2012)?
- ✓ Identify examples of companies/products which attempt to think global and act local.