



Logística y Producción

Capítulo 9: Alianzas Estratégicas



Introducción

- ¿Cómo mejora una empresa su función logística?
 - Internamente:
 - Recursos propios.
 - Habilidades centrales (core strength).
 - Comprando empresas que tienen buena logística:
 - Problemas con los costos y choques culturales.
 - Pérdida de clientes de la empresa de logística que son competidores de la empresa.



Introducción

- Comprando servicios:
 - Puede ser muy efectivo (por ejemplo, Amazon y UPS).
 - Existencia de problemas al no estar alineados los intereses.
 - En general no son de largo plazo.
- Alianzas estratégicas:
 - Son de largo plazo.
 - Buscan beneficios mutuos.



Ventajas y Desventajas

- Ventajas a buscar en las Alianzas Estratégicas:
 - Agregar valor al producto:
 - Mejorar tiempos de entrega.
 - Productos complementarios.
 - Mejorar el acceso a los mercados:
 - Publicidad o clientes de una empresa ayudan a la otra (por ejemplo, líneas aéreas y autos).
 - Mejorar operación:
 - Compartir instalaciones.
 - Ciclos estacionales complementarios.
 - Mejor uso de bodegas y vehículos.



Ventajas y Desventajas

- Agregar fuerza tecnológica:
 - Sistemas de información.
- Mejorar por tamaño:
 - Crecimiento financiero (por ejemplo, líneas aéreas y bancos).
- Habilidades organizacionales:
 - Se puede aprender de la otra organización.
- Desventajas:
 - Se pueden debilitar las habilidades centrales.
 - Choques de culturas organizacionales.



Ventajas y Desventajas

- Ejemplo: IBM.

Although not specifically related to logistics, the example of the IBM personal computer (PC) highlights the advantages and the disadvantages of outsourcing key business functions. When IBM decided to enter the PC market in late 1951, the company did not have the infrastructure in place to design and build a personal computer. Rather than take the time to develop these capabilities, IBM outsourced almost all the major components of the PC. For example, the microprocessor was designed and built by Intel, and the operating system was provided by a small company in Seattle called Microsoft. IBM was able to get this computer to market within 15 months of beginning its design by tapping the expertise and resources of other companies. Furthermore, within three years IBM replaced Apple Computer as the number one supplier of personal computers. By 1955 IBM's market share was more than 40 percent. However, the downside to IBM's strategy soon became clear, as competitors such as Compaq were able to enter the market by utilizing the same suppliers as IBM. Furthermore, when IBM tried to regain control of the market by introducing its PS/2 line of computers, featuring a new, proprietary design and an operating system called OS/2, other companies did not follow IBM's lead, and the original architecture remained dominant in the market. By the end of 1995 IBM's market share had fallen to less than 8 percent, behind market leader Compaq's 10 percent.



Tipos de Alianzas

- 1.- Logística a Cargo de Terceros (3PL):
 - Una empresa le lleva la logística a otra como alianza de largo plazo.
 - Ventajas:
 - La empresa encargada de la logística puede desarrollar flexibilidad tecnológica y flexibilidad de servicio. Por ejemplo, puede conseguir economías de escala y compartir servicios de varias empresas.
 - Permite ahorrar capital a la empresa (lo pone la empresa encargada de la logística).
 - Puede permitir que la empresa desarrolle habilidades en logística.



Tipos de Alianzas

- Desventajas:
 - Pérdida de control y contacto con los clientes.
 - Se puede reducir con el esfuerzo de la empresa encargada de la logística. Por ejemplo, pintando el logo de la empresa en los vehículos o informando detalladamente la relación con el cliente.
 - Obviamente no conviene si es habilidad central.
 - Ejemplo: Wal Mart.
- Consideraciones:
 - Comparar costos propios con los de la empresa encargada.
 - Orientación al cliente de la empresa encargada.



Tipos de Alianzas

- Especialización de la empresa encargada.
 - Ejemplo: UPS en paquetes pequeños.
- Dimensión e infraestructura de la empresa encargada:
 - Alta ⇒ economías de escala y contactos, pero burocrática.
 - Baja ⇒ flexibilidad, menor costo fijo, menores recursos y más frágiles.



Tipos de Alianzas

- Ejemplo 1: Ryder Dedicated Logistics y General Motors.

The partnership between Ryder Dedicated Logistics and General Motors' Saturn division is a good example of these benefits. Saturn focuses on automobile manufacturing and Ryder manages most of Saturn's other logistics considerations. Ryder deals with vendors, delivers parts to the Saturn factory in Spring Hill, Tennessee, and delivers finished vehicles to the dealers. Saturn orders parts using electronic data interchange (EDI), and sends the same information to Ryder. Ryder makes all the necessary pickups from 300 different suppliers in the United States, Canada, and Mexico, using special decision-support software to effectively plan routes to minimize transportation costs.



Tipos de Alianzas

- Ejemplo 2: British Petroleum y Chevron Corp.

British Petroleum (BP) and Chevron Corp. also wished to stick to their core competencies. To do this, they formed Atlas Supply, a partnership of about 80 suppliers, to deliver items such as spark plugs, tires, window-washing fluid, belts, and antifreeze to their 6,500 service stations. Rather than use the distribution networks of either BP or Chevron or create a new one, Atlas outsourced all logistics to GATX, which is responsible for running five distribution centers and maintaining inventory of 6,500 SKUs at each service station. Each service station orders supplies through its oil company, which forwards the order to Atlas and then to GATX. Each station has a preassigned ordering day to avoid system bottlenecks. GATX systems determine appropriate routes and configurations and transmit orders to the DC. The next day, the DC selects and packs the orders, and trucks are loaded in the appropriate order based on the delivery schedule. As deliveries are made, returns and deliveries from Atlas suppliers are picked up. GATX electronically informs Atlas, Chevron, and BP of the status of all deliveries. The companies save enough on transportation costs alone to justify this partnership, and the two oil companies have managed to reduce the number of DCs from 5 to 13 and significantly improve service levels.



Tipos de Alianzas

- Ejemplo 3: Simmons Company y Ryder Dedicated Logistics.

Working with the Simmons Company, a mattress manufacturer, Ryder Dedicated Logistics provided new technology that allowed Simmons to completely change the way it does business. Before its involvement with Ryder, Simmons warehoused between 20,000 and 50,000 mattresses at each of its manufacturing facilities to meet customer demand in a timely fashion. Now, Ryder maintains an on-site logistics manager at Simmons' manufacturing plant. When orders arrive, the logistics manager uses special software to design an optimal sequence and route to deliver the mattresses to customers. This logistics plan is then transmitted to the factory floor where the mattresses are manufactured in the exact quantity, style, and sequence required—all in time for the shipment. This logistics partnership has virtually eliminated the need for Simmons to hold inventory at all.

Tipos de Alianzas

■ Ejemplo 4: SonicAir.

SonicAir, a division of UPS, provides an even more sophisticated third-party service. This company serves specialized customers who supply equipment for which every hour of downtime is very expensive; SonicAir rapidly delivers service parts where they are needed. SonicAir maintains 67 warehouses and uses specialized software to determine the appropriate inventory level for each part at each warehouse. When an order is placed, the system determines the best way to deliver the part and sends it out, usually on the next flight, where it is delivered by one of the company's ground couriers. This service enables customers to store fewer parts at each field service bureau than would otherwise be necessary and still provide the same level of service. With some parts valued at hundreds of thousands of dollars, this is clearly a cost savings to the customer. At the same time, this business is very profitable for SonicAir because customers are willing to pay well for this level of service.

Tipos de Alianzas

■ 2.- Alianzas entre Negocios de venta al Detalle y Productores:

- Desde compartir información de ventas con el productor hasta el caso en que el productor maneja los stocks del negocio.
- Requiere de tecnología en sistemas de información y comunicaciones.

Tipos de Alianzas

■ Tipos:

- *Quick Response*: el productor conoce las ventas en tiempo real.
- *Continuous Replenishment*: se comparte la forma de decidir reglas de inventario.
- *Advanced Continuous Replenishment*: se pueden reducir gradualmente los stocks en los negocios manteniendo el nivel de servicio.
- *Vendor Managed Inventory (VMI)*: el productor se hace cargo de los niveles de stock.
⇒ ¿Quién paga el inventario?

Tipos de Alianzas

Principales Características de las Alianzas entre Negocios y Productores:

Tipos	Criterios		
	Tomador de Decisiones	Posesión del Inventario	Nuevas Habilidades Empleadas por los Productores
Quick Response	Negocio	Negocio	Habilidades de pronóstico
Continuous Replenishment	Niveles acordados contractualmente	Cualquiera de las dos partes	Pronósticos y control de inventarios
Advanced Continuous Replenishment	Niveles acordados contractualmente y continuamente mejorados	Cualquiera de las dos partes	Pronósticos y control de inventarios
VMI	Productor	Cualquiera de las dos partes	Administración al detalle



Tipos de Alianzas

- Ejemplo 1:

After Wal-Mart included supplier Mead-Johnson in its VMI program, the results were dramatic. Mead-Johnson has complete POS information to which it reacts instead of orders. Since this program was implemented, inventory turns at Wal-Mart have gone from under 10 to more than 100, and at Mead-Johnson from 12 to 52. Similarly, Scott Paper Company has been managing inventory in 25 of its customer distribution centers. In this effort, inventory turns at the customers have increased from about 19 to somewhere between 35 and 55, inventory has been eliminated, and service levels have improved. One caveat can be drawn from the experiences of Schering-Plough Healthcare Products (SPHP) with Kmart's Partners in the Merchandise Flow Program. In the first year of implementation, SPHP did see decreased stockouts at Kmart, but not substantially improved sales or profits. By patiently continuing with the program, however, SPHP eventually did realize substantial benefits in these areas.



Tipos de Alianzas

- Ejemplo 2: VF Corporation.

VF Corporation's Market Response System provides another success story of VMI. The company, which has many well-known brand names (e.g., Wrangler, Lee, and Girbaud), began its program in 1989. Currently, about 40 percent of its production is handled through some type of automatic replenishment scheme. This is particularly notable because the program encompasses 350 different retailers, 40,000 store locations, and more than 15 million levels of replenishment. Each division uses automatic software to manage the huge influx of data, and special techniques developed at VF to cluster the data so that it is more manageable. VF's program is considered one of the most successful in the apparel industry.



Tipos de Alianzas

- Ejemplo 3: Spartan Stores.

Spartan Stores, a grocery chain, shut down its VMI effort about one year after its inception. In examining the reasons for the failure of the program, some important ingredients for a successful VMI program became clear. One problem was that buyers were not spending any less time on reorders than they had before because they didn't trust the suppliers enough to stop their careful monitoring of the inventories and deliveries of the VMI items. Buyers intervened at the slightest hint of trouble. Further, the suppliers didn't do much to allay these fears. The problems were not with the suppliers' forecasts; instead they were due to the suppliers' inability to deal with product promotions, which are a key part of the grocery business. Because suppliers were unable to account for promotions appropriately.



Tipos de Alianzas

- 3.- Integración de Distribuidores:

- Tratar a los distribuidores como socios.
- Crear pool de inventario para varios distribuidores.
- Apoyo tecnológico para los pedidos más difíciles.
- Requiere recompensar bien a los distribuidores y crear confianza entre ellos.



Tipos de Alianzas

- Ejemplo 1: Caterpillar Corporation.

The chairman and CEO of Caterpillar Corporation, Donald Fites, credits Caterpillar dealers with much of his company's recent success. Fites points out that dealers are much closer to customers than to the corporation, and can respond more rapidly to customer need. They arrange financing when the product is purchased and carefully monitor, repair, and service the product. Fites says that, "the dealer creates the image of a company that doesn't just stand behind its products but with its products anywhere in the world." Caterpillar believes that its dealer network gives the company a tremendous advantage over its competition, especially the big Japanese construction and mining equipment manufacturers such as Komatsu and Hitachi.



Tipos de Alianzas

- Ejemplo 2: Okuma America Corporation.

Machine tool builder Okuma America Corporation has implemented a DI system. Okuma carries many expensive machine tools and repair parts, but the high cost of carrying the full line makes it impossible for Okuma's 46 distributors in North and South America to do so. Instead Okuma requires each of its dealers to carry a minimum number of machine tools and parts. The company manages the entire system so that each tool and part is in stock somewhere in the system, either in one of the company's two warehouses or at one of the distributors. A system called Okumalink allows each of the distributors to check the warehouse inventories and to communicate with other distributors in finding a required part. Once a part is found, the company ensures that it is delivered quickly to the requesting dealer. There are plans to upgrade the system so that each distributor has full knowledge of the inventory held by all distributors. Since the system's implementation, inventory costs throughout the system have been reduced, the chance that a distributor will lose a sale because of inventory shortages has decreased, and customer satisfaction has increased.