

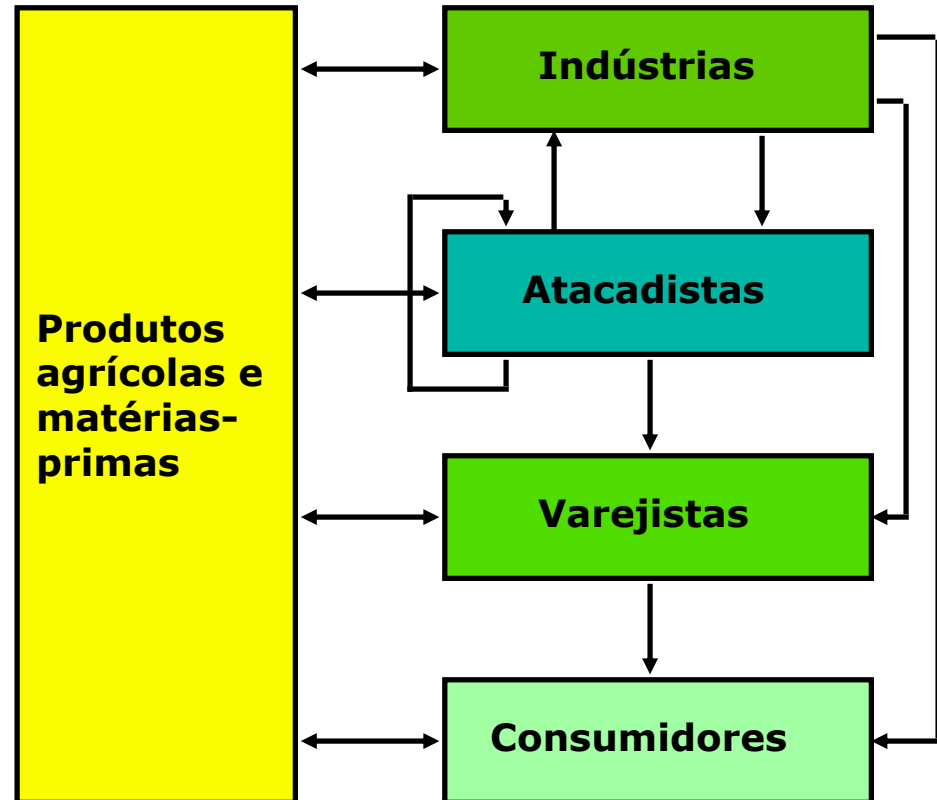
Estratégia Logística

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Departamento de Engenharia de Transportes

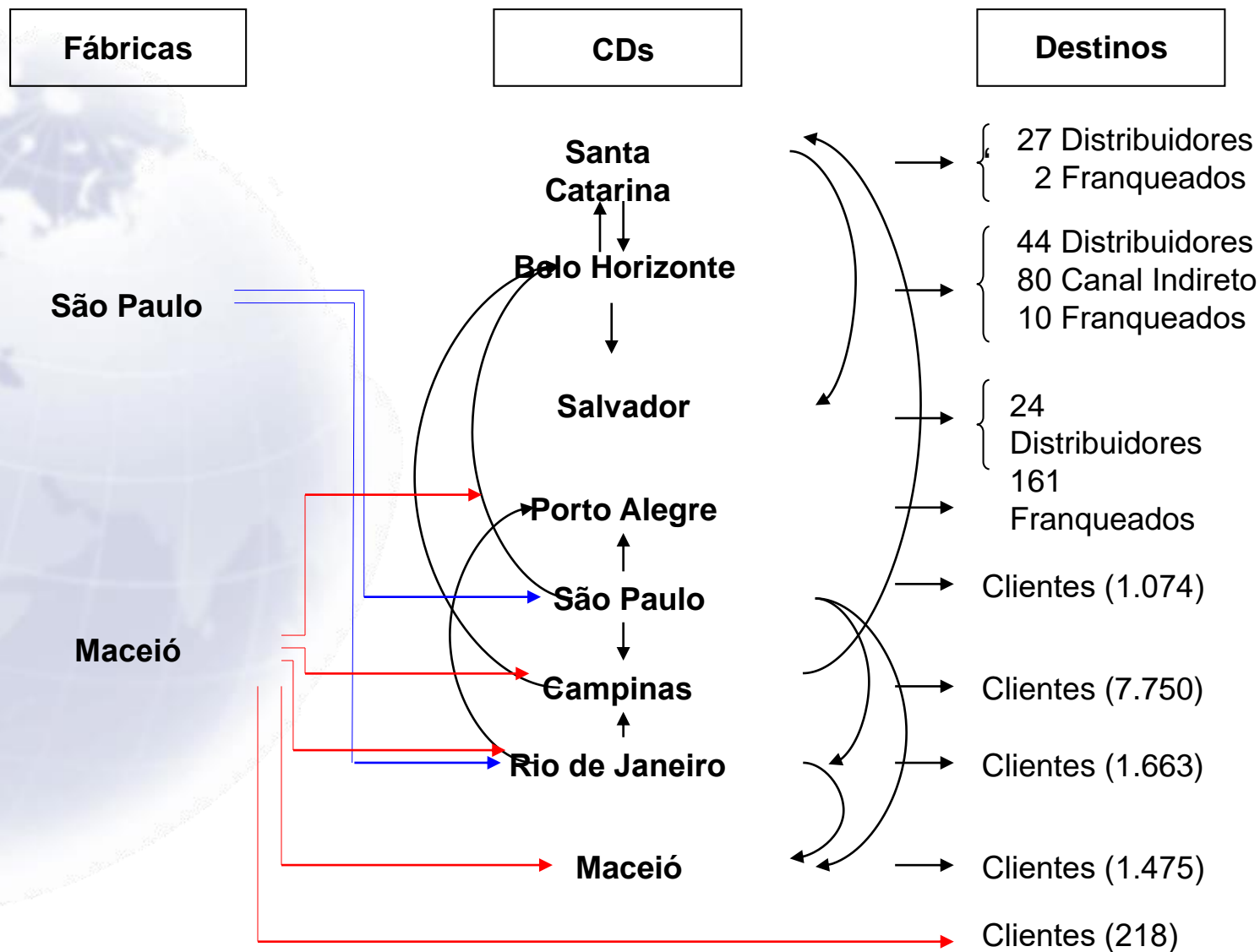
Fevereiro de 2016

Canal de distribuição

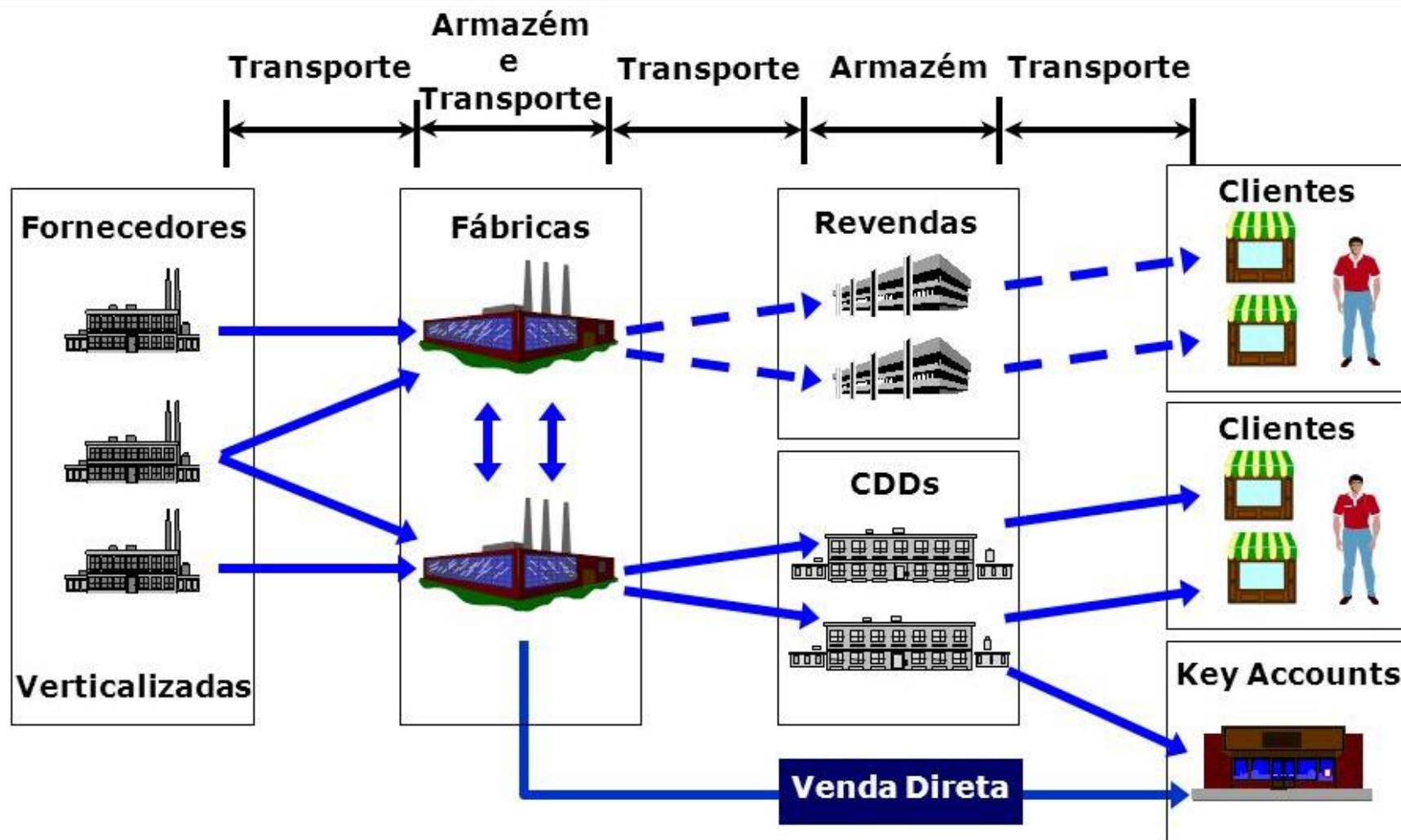
- **Seleção e organização das instituições pelas quais a oferta de produtos se torna disponível no mercado.**



Exemplos de canal de distribuição e estrutura física



Escopo da Logística na ambev



ambev

Cosméticos

- **Venda Direta (Consultoras)**



A V O N



- **Lojas e Venda Direta**

O Boticário

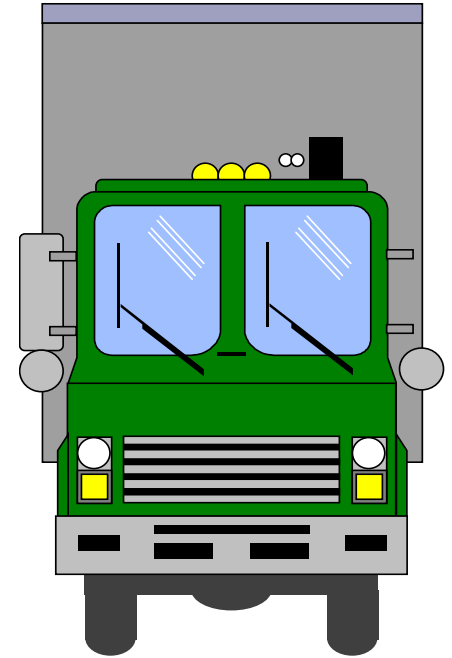


Sorvete Kibon



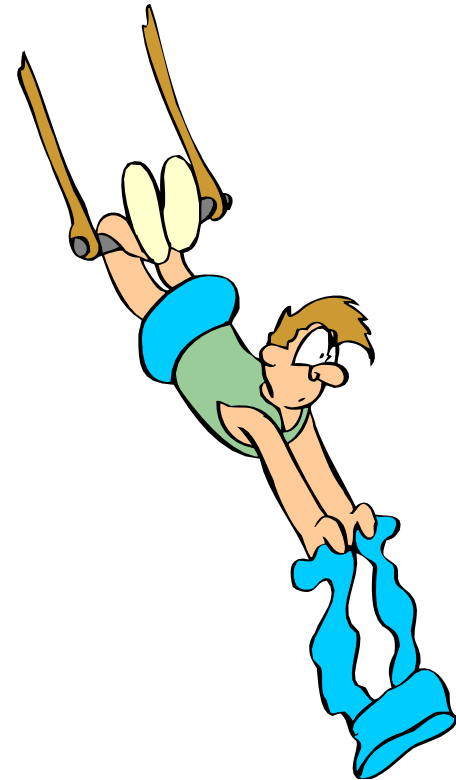
Conceitos estratégicos para racionalizar a logística

- **Postergação**
- **Padronização**
- **Consolidação**
- **Roteirização**
- **Estratégias compostas**

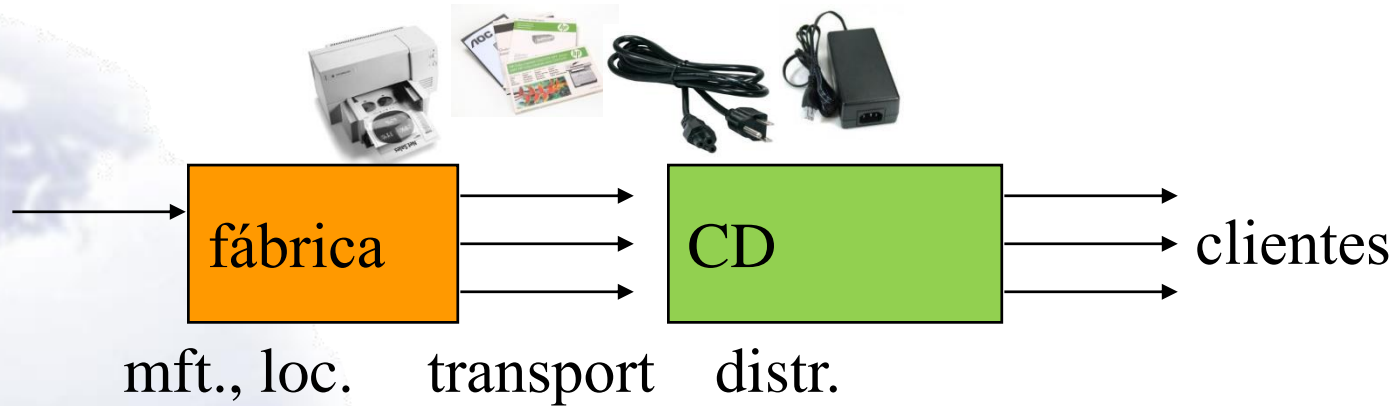


Postergação

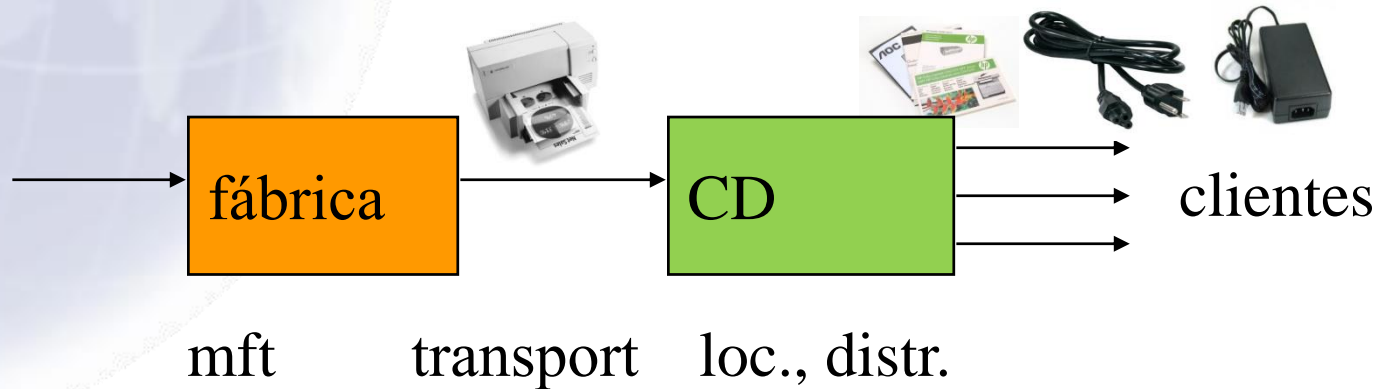
- **diminuir natureza de antecipação da DF (previsão de transações futuras):**
 - estoque = antecipação de necessidade (tempo)
 - depósito local = antecipação de transporte (espaço)
- **tipos**
 - postergação de transporte
 - postergação de montagem



Postergação: localização da HP DeskJet



Antes da Postergação



Após Postergação

Padronização

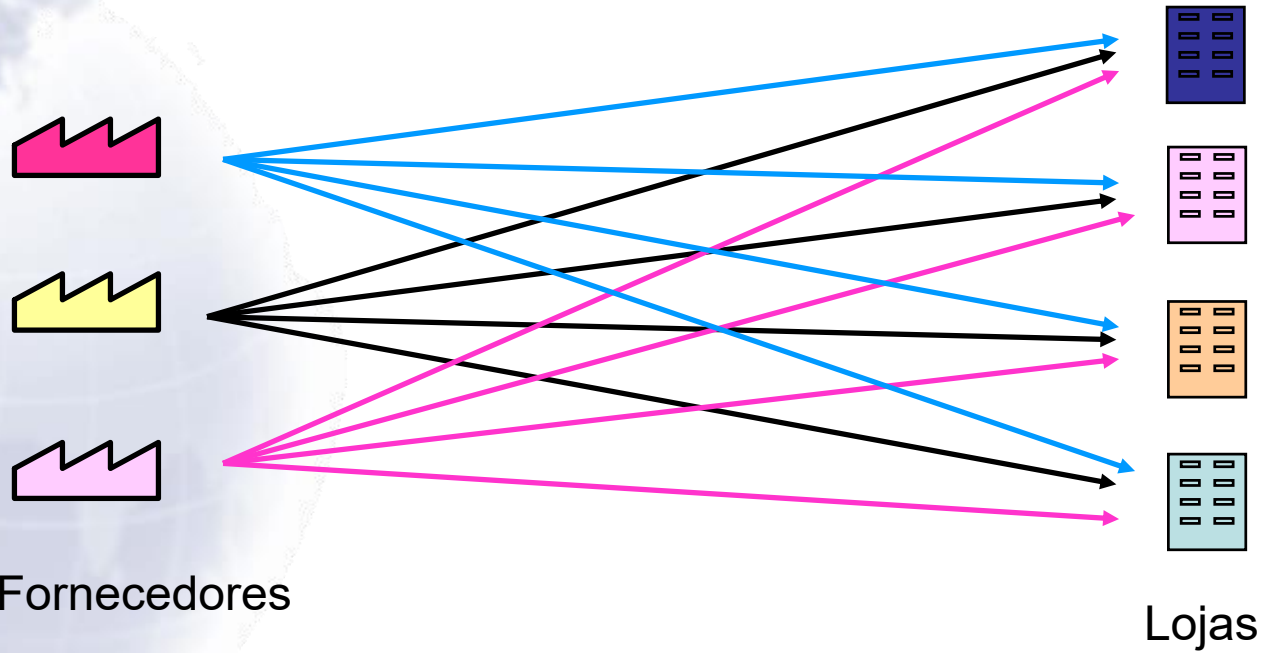
- modularizar produtos
- rotular mesmo produto para mercados diferentes para criar variedade
- utilizar peças intercambiáveis
- manter variedade sob controle para minimizar custos de estoque e transporte



Consolidação

- **economia de escala em transporte**
- **consolidação por área geográfica**
 - entrega consolidada em local intermediário e posterior distribuição
 - segurar entregas até conseguir volume mínimo
 - Cross docking
- **distribuição programada**
 - limitar entrega a dias pré-determinados
- **minimizar pernas vazias**
 - Backhaul / frete de retorno

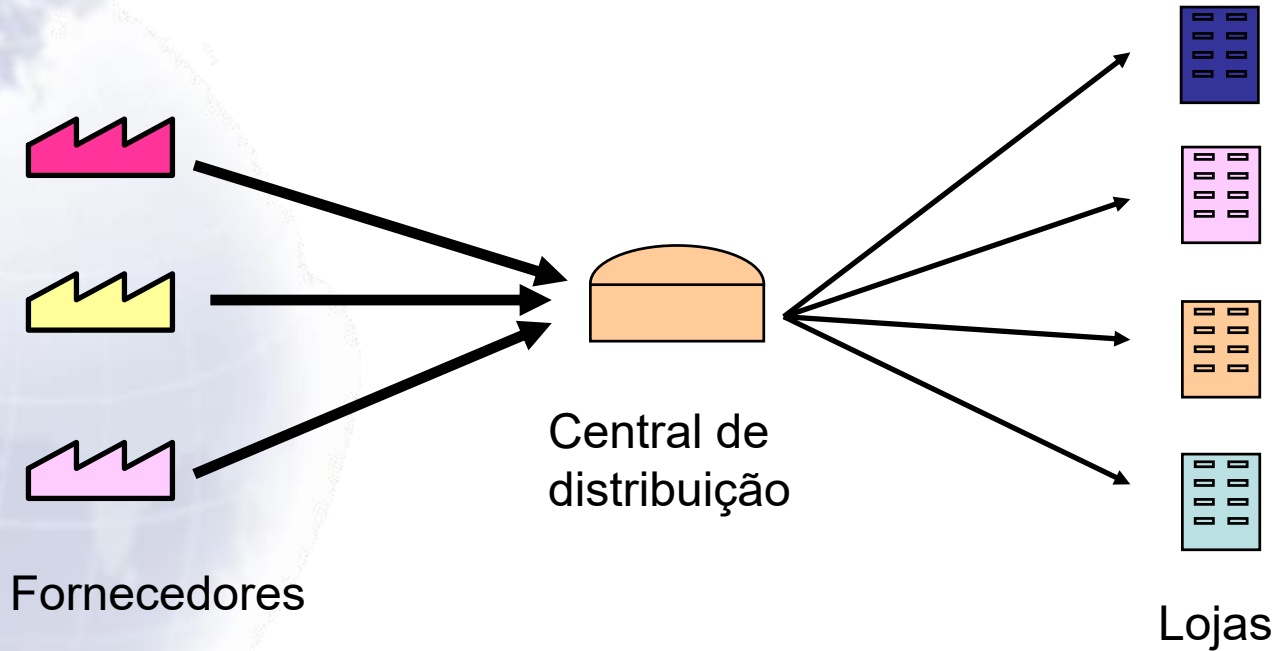
Entrega Direta



- Grandes volumes por fornecedor
- Fábricas especializadas

Grandes volumes por loja

Entrega via central de distribuição



Fornecedores

Central de
distribuição

Lojas

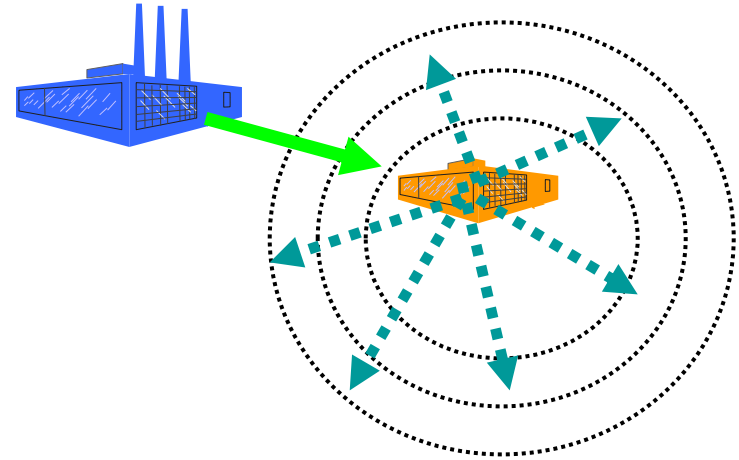
- Grandes volumes por fornecedor
- Fábricas especializadas

- “Quebrar” por produto
- Consolidar por loja

Grandes volumes por loja

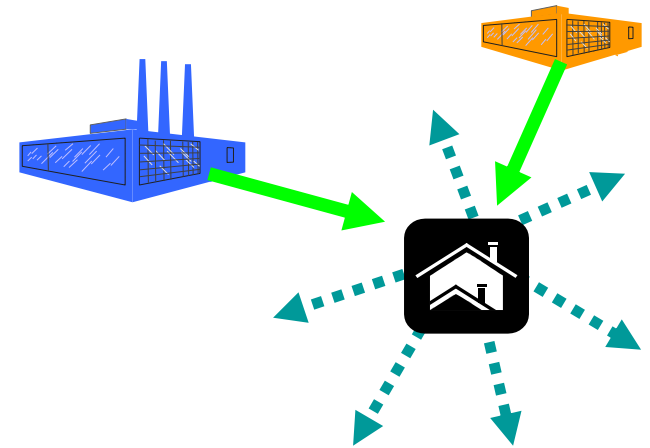
Centro de distribuição (CD)

- **Armazenamento dos produtos acabados para racionalizar distribuição.**
- **CD fica mais próximo dos clientes:**
 - **Redução de custos de transporte:** (veículos maiores fazendo a transferência Fábrica – CD).
 - **Redução de custos de entrega** (melhora aproveitamento dos veículos).
 - **Melhoria do nível de serviço** (estoque que diminui tempo de resposta).



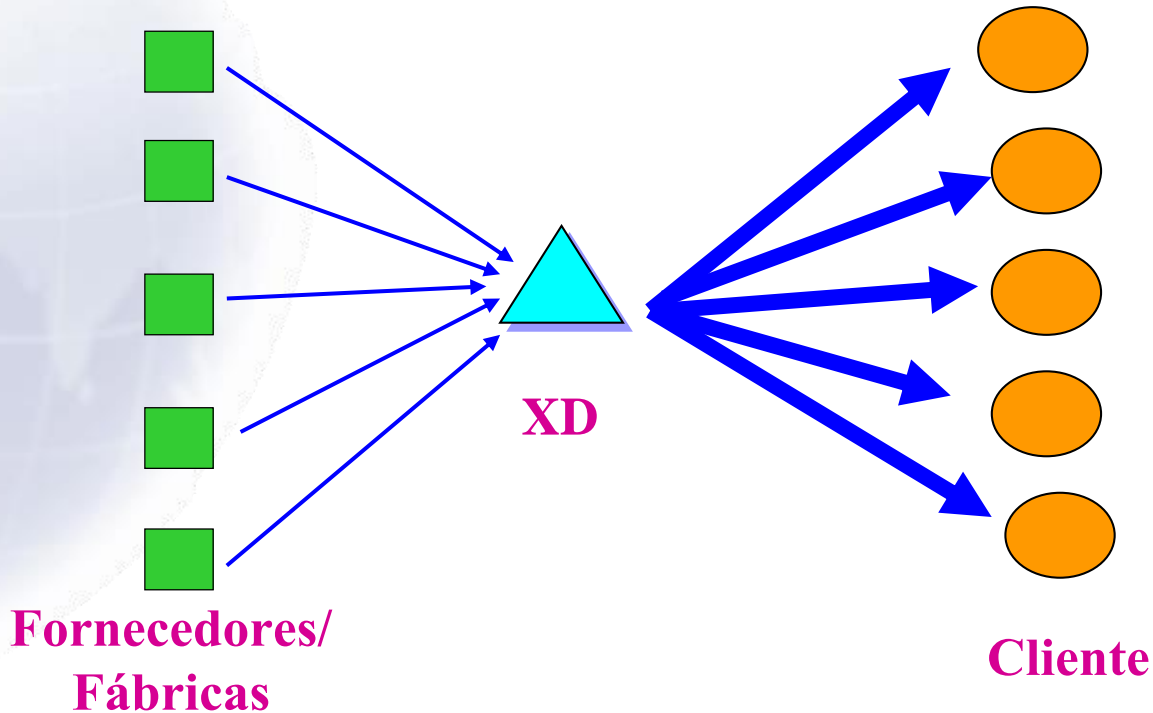
Transit Point(TP)

- Função similar ao CD em termos de transporte.
- TP fica mais próximo dos clientes:
 - Redução de custos de transporte: (veículos maiores fazendo a transferência CD– TP).
 - Redução de custos de entrega (melhora aproveitamento dos veículos).
- Não há estoque de produtos.
- Não requer instalações físicas.

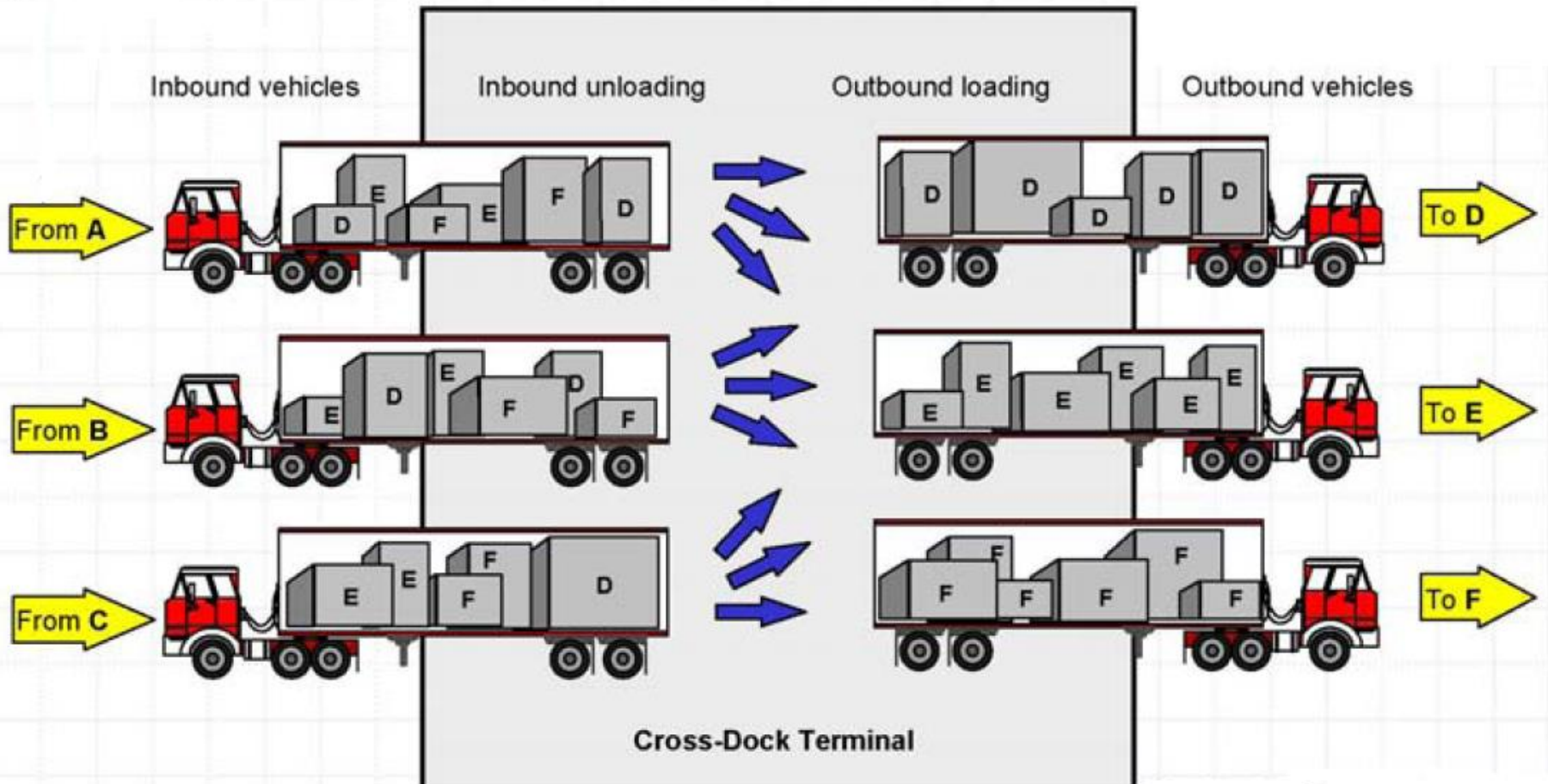


Cross docking(XD)

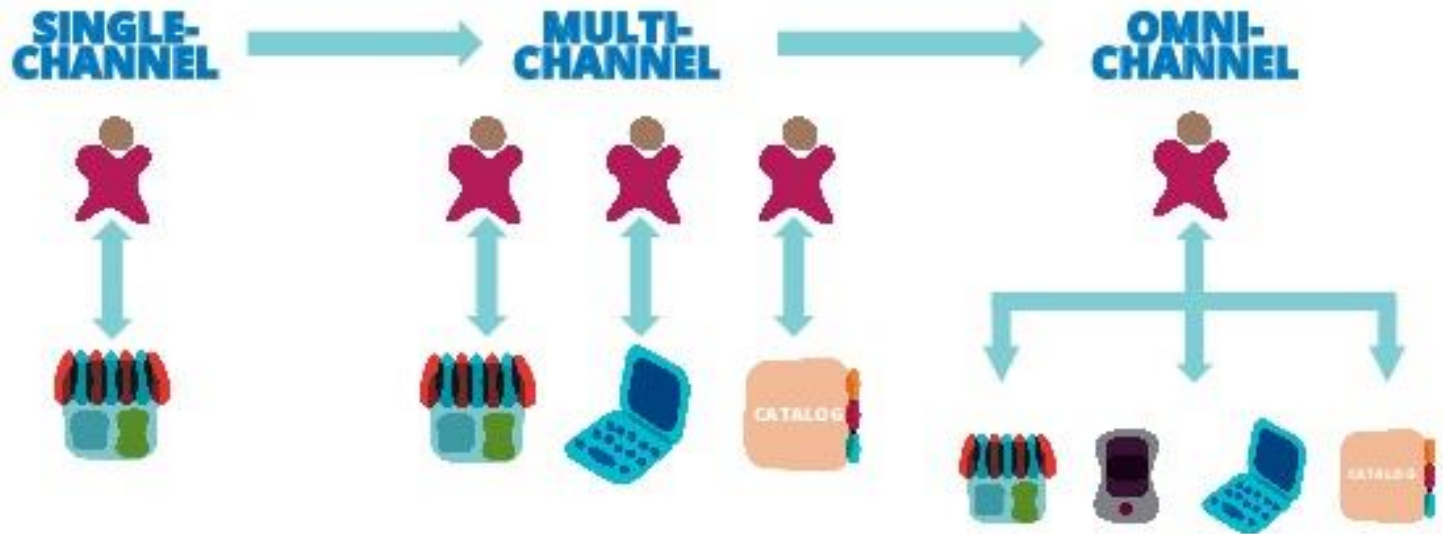
- Consolidação de produtos acabados para racionalizar distribuição.
- Não há estoques nem armazenagem de produtos.



Cross docking (XD)



Omni-Channel



- **Delivery of a consistent brand and shopping experience across channels: online, mobile or in store**

Omni-channel

- **Traditional retailers are supposed to be breaking down the walls between their “.com” and actual store experiences for the benefit of both: buy online, pick up in store; view in store, buy later online**
- **Give the customer the shopping experience he or she wants and now expects. As a practical matter, “omni-channel” is driven by the rise of mobile**
- **Most top 50 traditional retailers in the US say they are pursuing some version of an “omni-channel” strategy.**



Zara is Going to Install iPads in its Changing Rooms DECEMBER 1, 2015

Is it Lights Out for Black Friday? NOVEMBER 30, 2015

Retail CEOs: e-commerce is Keeping Black Friday Alive and Well NOVEMBER 27, 2015

Why Retailers Should Embrace the 'Omnichannel' NOVEMBER 25, 2015

Why Walmart's same-day pickup strategy faces long odds NOVEMBER 2, 2015

How do Target and Walmart stack up in the e-commerce wars? MARCH 11, 2015

How Neiman Marcus is harnessing its e-commerce firepower DECEMBER 19, 2014

Zara is Going to Install iPads in its Changing Rooms

by Geoffrey Smith @GeoffreySmith DECEMBER 1, 2015, 6:50 AM EST



Key points

- Zara is to install iPads in its changing rooms to help customers select the items they want
- The idea is to allow customers to scan their items on to the iPad
as soon as they enter the changing room,
and then request different sizes or colors to be brought to them by staff if they have a change of mind.

Omni-Channel To Omni-Fail: How Target Went Wrong From Sale To Customer Service

Gap between CMO rhetoric and actual consumer experience on full display.

Free Shipping Over \$50 [See more items](#)

ProForm PRO 2000 Treadmill

TARGET. EXPECT MORE. PAY LESS.

Item condition: **New**

Quantity:

List price: ~~\$1,999.00~~

You save: \$999.01 (49% off)

Now: **US \$999.99**

[Join eBay Bucks](#) and earn 2% back on this item. [See conditions](#)

Shipping: Will ship to United States. [Read item description or contact seller for shipping options.](#) | [See details](#)
Item location: Ontario, California, United States
Ship to: United States. [See exclusions](#)

Delivery: Varies

Payments: [PayPal](#) | [See details](#)

Returns: 60 days money back, free return shipping | [See details](#)

TARGET on eBay

Shop Target on eBay

Our promise is simple: Expect More. Pay Less.® We have a mind for design, a passion for innovation, and creating an exceptional guest experience regardless of where our guests are shopping us.

[Follow this seller](#)

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TARGET

What else do you need today?

- **USD 999.99 on Ebay's Target Store x USD 1299.99 on Amazon**

No Target.com

The screenshot displays the Target.com website interface. At the top, a red navigation bar contains the Target logo, links for 'sign in / account', 'my store' (Atlanta Edgewood), 'weekly ad', 'gift cards', 'registries', 'TargetLists', 'REDcard', and a 'wish list app' icon with the text 'fun for kids. easy for you.'. Below this is a search bar with 'all' and 'search' options, a search icon, and a 'your cart' icon with a right-pointing arrow. A banner below the search bar states 'free shipping on all orders of \$50+ view details'. The breadcrumb trail reads 'Target > sports & outdoors > exercise & fitness > treadmills'. The product title is 'ProForm PRO 2000 Treadmill' with a price of '\$1,999.00'. Below the title is a star rating of five stars with '(0)' reviews and a 'write a review' link. The quantity selector shows 'quantity:' followed by a box with '-', '1', and '+'. Below this is a checkbox for 'add product essentials' with a 'learn more' link. A service plan offer is shown: '\$99.00 Target 3-Year Service Plan (covers items \$1,000 - \$2,500)'. There are two buttons: a red 'add to cart' button and a grey 'find in store' button. To the right of the 'add to cart' button is the text 'Oversized handling fee applies' with a blue icon. To the right of the 'find in store' button is the text 'not sold in stores'. On the left side of the product page, there is a large image of the ProForm PRO 2000 Treadmill.

The delivery

- Driver Refused to Unload the Treadmill
- When I offered to help him he declined and refused to take the shipment off the truck.
 - I asked him, “what am I supposed to do?” He said I would have to make another arrangement with [the shipping company](#)
- That evening I received an email claiming that I “had refused shipment” and to contact the shipper, which I did promptly.
 - I explained what had actually happened and said I still very much wanted the treadmill.

The delivery (2)

- I upgraded the shipping to inside the home, which would reportedly guarantee two people to deliver it, and rescheduled delivery for December 11 between 1 pm and 5 pm.
 - December 11 turned out to be the [date that hurricane force winds and rain were supposed to hit the SF Bay Area](#) where I live. Schools were closed and people anticipated a dangerous, major storm.
- I thought it wasn't going to be safe to be carrying 300 pounds of treadmill down two flights of slippery exterior stairs.
 - So I rescheduled delivery for December 17 between 1 pm and 5 pm. All this was verbally agreed on the phone and confirmed in email.

The delivery (3)

- Jump to December 17 at 3:15 pm local time. Two hours into the delivery window, I called the shipping company just to make sure that things were still on track.
 - I was told that not only was the treadmill not going to be delivered, it had been sent back to the warehouse in Indiana.
- After admitting their failure, the shipper said there was nothing more they could do and told me to take it up with Target. I immediately contacted Target customer service in Minneapolis (it was about 7:30 pm Eastern).
 - After telling my story, the customer service rep. (CSR) got the shipper on the phone with the two of us to determine what happened.

The delivery (4)

- We got off the phone with the shipper and the Target CSR tried to help me. But when she discovered that I had purchased the treadmill through the Target-eBay store and not Target.com she said she couldn't do anything for me.
- She then told me I'd have to contact the Target-eBay store
- The Target-eBay CSR said that the item was no longer for sale and not available. I replied, "The one I bought is sitting in a warehouse isn't it? Can't you just send that back out." She said no, "We don't carry it anymore."