

## SUSMILE Capsule 3.3.1 Source 1

### Answers

Please note that below answers have been simplified for teachers to evaluate the quality of answers according to their level of understanding, the perspective taken in reading the documents and eventually the quality of their arguments to compensate for elements missing.

#### EQF level 4

1. **S3** Why are local fulfilment centres beneficial to the environment?
  - Small distances to final customers allow greener transport solutions: more movements but smaller vehicles that are easily converted to electric or hybrid technologies, or even human-based energy.
  - The overall distribution reduces CO2 emissions as a consequence.
2. **S4** What are the key aspects that Amazon's Supplier Code of Conduct focuses on?
  - Labor rights and respectful workplace conditions
  - Health and safety
  - Protection of the environment
  - Transparency and ethical behavior
3. **S5** What are the different types of collaboration that are classified for the transport and logistics sector according to the document? Please define them.
  - **Transactional collaboration**
  - **Informational collaboration**
  - **Decisional collaboration**

#### EQF level 5

1. **S2** Which distribution model performs best when using economy, environment, society and technology criteria as weights of comparison? Can you explain why in a few sentences?
  - Distributed network based on crowd logistic
  - Sales are better, even if infrastructure and maintenance costs higher
  - Environment impact is close to the targeted objective due to distributed network and customers contribution to the effort
  - Technology effort is also significative in comparison of other models
2. **S3** What are all the identified benefits of a local fulfilment strategy?
  - It compensates CO2 emissions with a bigger impact than route optimisation alone
  - If organized at high scale (1 km distance max to final customers), making customers recover their products by foot would make a significant share of last mile delivery at zero emissions



- It allows an easy switch of vehicle technologies, with environment-friendly vehicles
  - It reduces significantly the distances done overall by the distribution fleet
3. **S4** What are the main recommendations that Amazon suggests to their suppliers' network in regard to environment protection?
- To know, calculate and optimise their energy consumption
  - To minimise waste
  - To refer to external recommended sources for an audit of their environment performance, that can be benchmarked and shared with Amazon
4. **S5** Can you list the different limitations and obstacles that are likely to challenge a proper collaboration among freight actors? Can you provide examples and give in opposition to those examples of motivators?
- Limitations & Obstacles:  
Legislation, Organisation, Confidentiality, Responsibility
  - Motivators:  
Economic, environmental and value, Legislative, Relation, Financial motivators

## EQF level 6

1. **S2** What are the global conclusions made by the study to compare the different distribution models?
- Each model has its own specificities and relies on a strategy toward customers and economic capacity of the distributor
  - Last mile logistics constraints should be closely coordinated with food distributor strategy
  - Network and optimisation process are economically oriented but not necessarily environment-friendly, which tends to indicate that working on the company's environmental impact is a strategic decision and choice that must be assumed in the investments later on
2. **S3** What is the conclusion made by Accenture regarding the coordination of stakeholders to make a sustainable last mile distribution?
- There are 4 stakeholders involved into making last mile delivery possible
  - Most actions require to be coordinated among them, such as obtaining authorisations for a dense infrastructure network, promoting green initiatives through regulations, encouraging bundle deliveries, etc.
  - It is possible yet for each of them to initiate actions and influence the others
  - There is a lot of effort to be placed into the education of consolidating deliveries, whoever does it and in particular final customers
3. **S4** Do you consider this document restrictive for suppliers to be part of Amazon's distribution network? Can you explain why?
- Not exactly, it provides general recommendations on social, economic and environment aspects, without imposing any specific criteria or audit frequencies, but indicate that audits are likely to be performed and sanctions may apply



- They are probably bound by legal constraints that can't apply in all the countries they work in, and it would probably be impossible to control all suppliers' origins and practices, so they focus on education and prevention
  - They indicate a will to co-construct a more responsible supply chain, and an effort of communication and corrective actions to be implemented
4. **S5** Can you explain the conclusions of the case study presented about French press distribution? What were the conditions to success?
- The collaboration between the two companies took into consideration transport & logistic constraints from the start
  - They have established their model as if they were a group rather than competitors
  - High-quality internal organisation and good relationship with the other partner was essential
  - They had non-contradictory aims and similar motivators on cost control requirements
  - The initial collaboration model is good but not yet fully optimised and continuous effort and sharing approach is important to the project's success also

