

PARTE I: INFORMACIÓN GENERAL DEL PROYECTO	
<i>Título del proyecto</i>	<i>Supply Chain Management and Competitiveness (En azul está pintado lo que cambia)</i>
<i>Investigador principal</i>	<i>Nombre completo y apellidos</i> <i>Liliana Rivera</i>
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	<i>Unidad académica a la que pertenece</i> <i>Escuela de Administración</i>
<i>Descriptor / palabras claves</i>	<i>Supply chain, logistics, agglomeration, clusters, benefits, competitiveness</i>
<i>Corto resumen del proyecto (máximo 300 palabras)</i>	This research project aims to understand the impact of supply chain management on the competitiveness of companies and employees in the logistics sector. There is a direct relationship between efficiency in supply chain management and regional competitiveness, as well as a positive impact of logistics on regional integration and infrastructure optimization. This has driven Governments and companies to invest considerable resources to create and expand supply chain initiatives. However, further evidence is needed to evidence the competitiveness gains from supply chain management. Following Sheffi (2012), this project studies deeply two dimensions that increase competitiveness in logistics: collaboration and employees mobility. Specifically, this research will 1) analyze the role of logistics clusters in facilitating horizontal collaboration mechanisms using a qualitative approach that includes a systematic literature review, and 2) analyze the process of upward mobility of employees in the logistics sector of Bogotá, Colombia using a quantitative methodology. This methodology will include an online survey to gather data and structural equation modeling to analyze it. Results will contribute to the supply chain management literature, addressing a direct call from Rivera, Sheffi and Gligor (2016) and Sheffi (2012), while calling attention in the scientific community, public policy makers and managers on the importance of the relationship between logistics and competitiveness, specifically through collaboration and upward mobility.
<i>Duración del proyecto (en meses)</i>	32
<i>Fecha esperada de inicio</i>	<i>Octubre 24 de 2016</i>
<i>Fecha esperada de finalización</i>	<i>Julio 30 de 2019</i>
<i>Costo general del proyecto</i>	<i>\$86.478.205</i>
<i>Costo a financiar por este fondo</i>	
<i>Valor de Contrapartida</i>	
<i>N°. Comité investigación:</i>	<i>Fecha:</i>

PARTE II: CONTENIDO DE LA PROPUESTA DE INVESTIGACIÓN

1. Planteamiento del problema y objeto de estudio

Logistics and supply chain management impact the levels of competitiveness through different mechanisms. Sheffi (2012) has identified the levels of collaboration, the supply of value added services, the level of social mobility of workers, efficiency in organizational practices, the capacity of innovation and the pertinence of sustainability as the most important variables that impact competitiveness in logistics. However, further evidence on how those mechanisms work is needed. This project explores two of these variables that impact competitiveness in logistics: collaboration and upward mobility.

Regarding collaboration, authors have showed that higher levels of collaboration and value added services help firms develop efficient logistics practices, which have a direct positive impact in the profits of companies using an exploratory approach based on interviews (Rivera, Sheffi and Gligor, 2016; Saenz and Koufteros, 2015). However, the mechanisms behind this phenomenon have not been studied yet.

As for upward mobility, the importance of logistics operations and supply chain management goes beyond their impact on companies since they also have an impact on workers' competitiveness (Rivera, Sheffi and Weisch, 2014). In the logistics sector, jobs include not only blue-collar jobs, but also white-collar jobs, given that the sector is intensive in the use of information technologies and managerial skills (Sheffi, 2012). Employees in the logistics sector enjoy upward mobility. This is related to the fact that firms hire people with low levels of education and offer them the chance to progress in the labor market because they value on the floor experience (Rivera, et al., 2016). Further studies on how the upward mobility phenomenon works are needed.

2. Justificación

In an environment of globalization and expanded international trade, managing supply chains have become more complex and business-critical than ever before, since it provides competitive advantages. Every economic activity is affected by logistics, and changes in logistics have an impact not only on individual firms, but also on industries, employees, cluster developments, markets and economic growth (Rivera, et al., 2014). Thus, further analysis is needed to understand deeply the impact of supply chain management on competitiveness.

Sheffi (2012) calls the attention on variables such as collaboration and upward mobility that impact directly logistics operations and competitiveness. On one hand, examples on the relation between collaboration, logistics and competitiveness, include the case of Wal-Mart's sales that increased from US\$1 billion in 1980 to US\$408 billion in 2010, mostly thanks to the supply chain strategies of collaboration with suppliers and value added services. In the same line, Borders' sales decreased from US\$4 billion in 2004 to US\$2.8 billion in 2009, as it faced the competition from the new business model of Amazon that included online sales and innovative collaboration policies (Chopra, 2011).

On the other hand, the importance of logistics and supply chain management goes beyond their impact on companies. Given the supportive role that logistics play for other industries and its potential as a job creation and social mobility tool, the importance of this sector for policy makers is growing (Sheffi, 2012). Examples in this regard include the case of Panama that has a ten-year plan to turn the country into the Logistics cluster for the

**ACTA DE PRORROGA DE PROYECTO DE INVESTIGACIÓN N°. P-4
ESCUELA DE ADMINISTRACIÓN**

La Dirección de Investigación de la Escuela de Administración de la Universidad del Rosario en sesión de Comité de Investigación N°. 73, de abril 16 de 2018, aprobó la solicitud de prórroga para el proyecto de investigación titulado “**Supply Chain Management and Competitiveness**”, dirigido por la profesora **Myriam Liliana Rivera Virguez**, asociada a la línea en Supply Chain Management, en los siguientes términos:

- a. Cumplir con las actividades, cronogramas y compromisos establecidos en la solicitud aprobada.
- b. Socializar el informe de avance en los espacios académicos que se indiquen.
- c. Presentar un informe final a la Dirección de Investigación al terminar la ejecución del proyecto.
- d. Cumplir con la reglamentación interna de la Universidad del Rosario y la legislación vigente relacionada con la propiedad intelectual, especialmente con el Decreto Rectoral N°. de 2007 y las decisiones 486, 345 y 351 de la Comunidad Andina de Naciones, la Ley 23 de 1982 y demás normas que regulen esta materia.
- e. Presentar de manera formal a la Dirección de Investigación las solicitudes de carácter administrativo, técnico o científico que puedan afectar la normal ejecución del proyecto.
- f. Cumplir con las normatividad institucional de la Universidad del Rosario.
- g. Duración de la prórroga: 15 meses
- h. Fecha de Inicio: 25 de abril de 2018
- i. Fecha de presentación de informe Final: 30 de julio de 2019
- j. Producción académica adicional asociada a la prórroga:
 - i. (1) Artículo

Para su constancia se firma a los 16 días del mes de abril de 2018

[Original firmado por]

FRANCOISE VENEZIA CONTRERAS TORRES
Directora de Investigación

[Original firmado por]

JOHN ALEJANDRO TORRES SICHACÁ
Profesional de Investigación