



SCI Supply Chain Institute

**PROJECT OF SELECTING A 3PL (THIRD PARTY LOGISTICS)
SUPPLIER FOR THE STORAGE AND DISTRIBUTION OF A CLIENT'S
RELIGIOUS PRODUCTS IN MEXICO**

**FINAL PROJECT FOR THE LOGISTICS AND SUPPLY CHAIN
MANAGEMENT MASTER'S DEGREE**



Patricia Melgarejo Huerta

ID: 19100062



UPAEP – Secretaría General

Dirección General de Apoyos Académicos

Dirección del Centro de Recursos para el Aprendizaje y la Investigación.

Biblioteca Central - **Karol Wojtyła**

Tesis Digitales Restricciones de uso:

DERECHOS RESERVADOS ©

PROHIBIDA SU REPRODUCCIÓN TOTAL O PARCIAL

Todo el material contenido en esta tesis está protegido por la Ley Federal del Derecho de Autor (LFDA) de los Estados Unidos Mexicanos (México).

El uso de textos, imágenes, gráficas, fragmentos de videos, y demás material que sea objeto de protección de los derechos de autor, será exclusivamente para fines educativos e informativos y deberá citar la fuente de donde la obtuvo mencionando el autor o autores involucrados en el documento.

Cualquier uso distinto como el lucro, reproducción, edición o modificación, será perseguido y sancionado por el respectivo titular de los Derechos de Autor.

Table of contents

1	INTRODUCTION	5
2	WORK BREAKDOWN STRUCTURE (WBS)	6
3	PROJECT CHARTER	7
	3.1 WHAT IS THE PROJECT CHARTER?	7
	3.2 PROJECT CONSTITUTION	8
	3.2.1 GENERAL INFORMATION	8
	Table 3.2	8
	3.2.2 REQUIREMENTS	8
	Table 3.3	9
	3.3 PROJECT CHARTER	9
	3.3.1 MILESTONES	9
	Table 3.4	10
	3.3.2 PROJECT VARIABLES	10
	Table 3.5	12
	3.3.3 PROJECT BUDGET	12
	Table 3.6	12
	3.4 STRUCTURE	12
	3.4.1 PROJECT TEAM	12
	Table 3.7	14
	3.4.2 ROLES AND RESPONSIBILITIES	14
	Table 3.8	15
	3.4.3 RESOURCES	15
	Table 3.9	15
4	SELECTION PROCESS	16

5 REQUEST FOR INFORMATION (RFI) 17

5.1 FIRST CALL AND RFI 17

6 REQUEST FOR PROPOSAL/ QUOTE (RFP) 18

6.1.1 TERMS AND CONDITIONS 18

6.1.2 COSTS INCURRED BY THE BIDDER 18

6.1.3 USE OF SUBCONTRACTORS 19

6.2 SELECTION CRITERIA 19

6.3 SUBMISSION INSTRUCTIONS 20

Table 6.2 21

6.4 OTHER CONSIDERATIONS 22

6.5 REQUIREMENTS 22

6.5.1 ENTERPRISE PROFILE 22

6.5.2 DESCRIPTION OF THE GENERAL OPERATION 23

a. Current operation 23

b. Required operation according to the LW-NATN-3PLS 23

6.5.3 PROCESSES TO CONSIDER 23

6.5.4 SHIFTS 24

6.5.5 SKU CATALOGUE 24

6.5.6 RECEIPT 24

6.5.7 INVENTORY 24

a. Storage conditions 25

b. Planning, processing and order consolidation 25

6.5.8 DELIVERIES 26

6.5.9 INVENTORY POLICIES 26

6.5.10 FUNCTIONAL REQUIREMENTS 26

a. Receipts scheduling and appointment 26

b. Products receipt 26

c. Storage policies 27

d. Quality control and certifications 27

e. Inventory Management 27

f. Order wave planning 28

g. Order picking 28

h. Transport planning 29

i. Value added services 29

- j. Notification alerts.....30
- k. Reports.....30
- l. KPIs30
- m. Facility attributes.....31

7 VENDORS SUMMARY32

- 7.2 FIRST FILTER.....36
 - 7.2.2 HIGHLIGHTS OF THE PROVIDED SERVICES.....37
 - 7.2.3 COMPARISSON OF REQUIREMENTS AND FUNCTIONALITIES39
- 7.4 THE EVALUATION CRITERIA42
- Table 7.12.....43

8 FINAL ASSESMENT46

9 CONCLUSIONS AND RECOMMENDATIONS.....50

ANNEX52

1 INTRODUCTION

Supply Chain Institute is a Mexican organization formed by specialists in logistics and supply chain that offers training and engineering services to organizations throughout Latin America. The team, which includes external consultants, has over 40 years of experience in design, operation and supply chain consulting projects, as well as training of managerial staff.

SCI was contracted by the Client LW to design and lead evaluation and selection processes for a 3PL provider in Mexico that complies with the Client's performance, quality, cost and safety standards and expectations. SCI conducted a process to select the 3PL provider that best meets current and future storage and supply chain requirements and offers efficient total logistic costs for our Client. The process of selection needed to be effective, transparent and auditable.

With this request, the Client expected to achieve the following benefits:

- Extend its distribution network to Mexican territory using 3PL services that meet the required standards.
- Maintain and improve current service levels to support its growth strategy.
- Reduce logistics costs associated with storage and distribution of its products.

In this document, SCI invites Bidders to document their technical and financial proposals, which were evaluated as Third Party Warehousing and Distribution services. SCI assisted the Client in the bidding procedure, so this document provides as well all the information regarding the 3PL selection process and final status. After SCI submitted a final recommendation to the Client, the Client ultimately selected the 3PL provider that best suited their specific commercial and logistics requirements. Whether the Bidder's services were actually contracted or not was up to the Client and their time schedules.

The real name of the client, as well as the financial quotes will remain unrevealed due to the confidential agreements between the client and the provider. This document contained confidential information that was developed exclusively for evaluation purposes. The information may not be published under any circumstance or used for any other purpose unless there is written consent by SCI.

3 PROJECT CHARTER

Here you will find guidance on important information about the project management context of all items:

3.1 WHAT IS THE PROJECT CHARTER?

Objective: This is the birth certificate. The document that formally authorizes a project (and generally it's funding).

Participants: Project director, approving authority, sponsors, [Project Team], and other involved parties.

Description: It signals the project start. It is the first draft of the work plan, which explains why the organization should approve and fund the project, providing all the relevant information for the stakeholders (people responsible and affected by the project). It presents and details the main goals, expectations, work structure and variables of the project. It is allowed that some information is estimated, whereas details of the project have not yet been well defined. It also allows you to compare and prioritize projects based on return on investment (ROI). The planning phase begins as soon as the Project Charter is signed.

Inputs	Outputs
Request for proposal	Statement of Work
Company's environmental factors	Roles and responsibilities
Project Director	Organization chart
Organizational Resources	
Project Scope (SOW)	

Table 3.1

3.2 PROJECT CONSTITUTION

3.2.1 GENERAL INFORMATION

Name of Client	<i>The client or end user can be internal or external.</i>
	LW
Name of Sponsor	<i>It is the person outside the project structure or organization with proper authority to authorize the project scope and funding.</i>
	Justin S.
Position	<i>Specify the functional role of the sponsor within the organization.</i>
	TBD
Estimated duration	5 months

Table 3.2

3.2.2 REQUIREMENTS

Drivers	<i>Explain the current state or business need which makes it concomitant execute specific actions. Can be an organizational need, market demand, legal requirement, improvement initiative, etc.</i>
	After a series of discussions and interviews with LW B&H division core team, we understand that it is the company's intention to extend its distribution operations to Mexican Territories through a 3PL provider. This strategy is expected to enhance service levels and support growth strategy while optimizing total logistic cost.
Objectives	<i>The specific goals the sponsor pursues.</i>
	<ul style="list-style-type: none"> > Design and lead evaluation and selection processes for a 3PL provider in Mexico that complies with LW performance, quality, cost and safety standards and expectations. > Document the variables, criteria and decision making model to deliver a final recommendation that best meets LW business goals. > The role of SCI regarding the project is reduced to provide recommendations and considerations about the eligible 3PL; however the choice will remain to LW.
Strategic impact	<i>Identify the key strategic indicators that will be affected by the project's success or failure.</i>
	<ul style="list-style-type: none"> > Gain market share > Increase revenue
Requirement description	<i>List the requirements described in the RFP, RFQ or business proposal. These requirements must be directly related to the deliverables.</i>
	<ul style="list-style-type: none"> > Determine the best 3PL choice for the Mexico City area that will meet LW goals of serving that area.

Project scope	<i>An overview of work structure and project strategy that will be put in motion to achieve the project goals. The project includes doing....</i>	
	<ul style="list-style-type: none"> > LW B&H strategy specification and chief requirements. > 3PL vendor scouting and survey and first level capacity evaluation. > Request for proposal bid package integration. > Bid process leadership. > Long term performance, risk and investment model assessment and evaluation. > Contract design, management, negotiation and sign off. > 3PL service acquisition and implementation planning. 	
Project boundaries	<i>To avoid false expectations from the client and in order to have clarity on which efforts are supported by the project's budget. The project does NOT include doing...</i>	
	<ul style="list-style-type: none"> > Evaluation of other outsourcing potentials or processes such as sales, delivery, parcel service, local sourcing, etc. > 3PL evaluation and selection beyond Mexican territories. > 3PL operations launch and startup leadership and follow up. > Other consulting services not explicitly explained in the current proposal document. 	
Deliverables in chronological order	<i>Any product, service or result to be produced in order to meet the requirements of the client. It also reflects the value of the work completed. It is subject to approval by the client.</i>	
	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> > Project charter > Detailed specification and requirements document > Mexico 3PL database > Request For Proposal (RFP) > Bid chronology and evaluation report > Contract > Launch and startup plan > Master report > Weekly project scorecard

Table 3.3

3.3 PROJECT CHARTER

3.3.1 MILESTONES

Kickoff date	<i>Proposed starting date of the project.</i>	
	19 Dec. 2014	
Milestones	<i>Key dates that set the tone for the work schedule. Significant events that frame the project evolution and often its stages. Generally this milestones depend on outside factors.</i>	
	Description	Due Date
	LW B&H strategy specification and chief requirements.	09/01/2015

	3PL vendor scouting + survey and first level capacity evaluation.	06/02/2015
	Request for proposal bid package integration.	20/02/2015
	Bid process leadership.	20/04/2015
	Long term performance, risk and investment model assessment and evaluation.	29/05/2015
	Contract design, management, negotiation and sign off.	05/07/2015
	3PL service acquisition and implementation planning.	20/07/2015
Project phases	<i>Strictly related to project context. Big work groups that can be sequenced.</i>	
	Phases	Description
	Requirements document	Includes documenting the organization's expectation and requirements as well as identifying potential 3PL vendors that comply.
	Select and acquire 3PL services	Includes the conduction of the decision making process of vendor selection and service acquisition.

Table 3.4

3.3.2 PROJECT VARIABLES

Priorities	<i>From the commonly regarded constraints of a project: time, cost and scope. Which of these is/are not elastic.</i>	
	1. Scope	
Assumptions	<i>Describe the conditions and variables that will be assumed and the potential impact should these conditions turn out to be false.</i>	
	Assumption	Impact if false
	Expansion strategy to Mexico exists.	Project starvation will cause delays.
	Required information will be submitted by the due date marked in the project plan.	The project deliverables or milestones will be delayed.

	Information submitted to SCI is valid.	Reprocessing and in the worst case errors in design.
	The project is supported by senior management.	Reduced resource allocation.
	LW staff will participate in work sessions and meetings marked in the project plan.	The project deliverables or milestones will be delayed.
	Project staff will include decision makers.	The project duration will be extended and deliverables reworked.
	Milestone meetings and crossbuilding will take place in Tennessee.	Possible reworks.
	Deliverables will be reviewed and approved.	Project starvation will cause delays.
	LW has a legal area that will participate in creating the contract.	Legal services need to be hired.
	Project staff will participate in walkthroughs and vendor meetings in Mexico.	Quality perception will be incomplete.
Constraints	<i>List the factors that limit the team's slack, such as a preset budget, dates, organizational policies, tools, or contract statements.</i>	
	<ul style="list-style-type: none"> > Minor work meetings will be executed through Skype, communicator, landline or other means. > During one week pause for end of year festivities, resources will be unavailable. > Project plan will be subject to 3PL availability. > Documents published to 3PL vendors in Mexico will be in Spanish. 	
Risks	<i>A strong effort should be made to identify and deal with any obstacle or threat that may jeopardize the project's objectives.</i>	
	Risk	Possible impact
	Scope is ill defined.	Deliverables are incomplete.
	Change control overload.	A large number of change requests dramatically raises the complexity of the project and distracts key resources.
	Lack of a change control board.	Too many changes accepted.

	3PL vendors don't respond to RFP because terms or schedules are unacceptable.	Project delay.
	Low quality responses to RFP.	Reworks on deliverables.
	No 3PL vendor complies with LW requirements.	Reworks cause delay or project is cancelled.
	Reduced LW staff availability or involvement.	Project delay or low quality deliverables.
	3PL vendor has no English speakers.	SCI will translate all documents.
	Unacceptable contract terms.	Reworks cause delay.

Table 3.5

3.3.3 PROJECT BUDGET

Estimated budget	<i>An estimate of the project cost should always be accompanied by an accuracy indicator. To make the estimate more reliable, provide databases of expenditures and historic projects of the organization, using round numbers. This estimate serves to outline the magnitude of the project.</i>
	TBD
Cost center	TBD
Estimated return on investment (ROI)	<i>Indicates the breaking point at which profits are earned from the invested money.</i>
	TBD

Table 3.6

3.4 STRUCTURE

3.4.1 PROJECT TEAM

Project Manager	<i>The person appointed to lead the project team.</i>
	LW – Justin S. SCI – Enrique E
Current functions	<i>Specify the manager's current position and role in the organization.</i>
	LW - TBD SCI – Operations director

Project team	<i>Write the names of the team members and the reason they were assigned to participate in the project.</i>																																																																																							
	Name	Role/Function																																																																																						
	Bob Van F.	TBD																																																																																						
	Justin S.	TBD																																																																																						
	Enrique E [SCI]	Project Manager																																																																																						
Patricia Melgarejo [SCI]	Sr. Engineer																																																																																							
Organization chart	<pre> graph TD Sponsor[Sponsor] --> PM1[Project Manager Bob V.] Sponsor --> PM2[Project Manager [SCI] Enrique E] PM1 --> JustinS[Justin S] PM1 --> Q[?] PM2 --> SrEng[Sr. Engineer [SCI] Patricia Melgarejo] </pre>																																																																																							
	<i>Specify the absolute percentage of time that will be allocated to the project for each of the team members.</i>																																																																																							
Resource Utilization	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;">Role</th> <th>10%</th> <th>20%</th> <th>30%</th> <th>40%</th> <th>50%</th> <th>60%</th> <th>70%</th> <th>80%</th> <th>90%</th> <th>100%</th> </tr> </thead> <tbody> <tr> <td>LW Sponsor</td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bob</td> <td style="background-color: #cccccc;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>TBD</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>TBD</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>SCI Manager</td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>SCi Sr.</td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>											Role	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	LW Sponsor											Bob											TBD											TBD											SCI Manager											SCi Sr.										
	Role	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%																																																																													
	LW Sponsor																																																																																							
	Bob																																																																																							
	TBD																																																																																							
	TBD																																																																																							
	SCI Manager																																																																																							
	SCi Sr.																																																																																							

Table 3.7

3.4.2 ROLES AND RESPONSIBILITIES

Resource planning is essential to define the roles, responsibilities and hierarchies. This chart states the specific roles and responsibilities for each team member, department or organization that will participate or contribute during the project execution. The field "role function" states the position name.

Name	Role/Function	Responsibilities
Bob Van F.	Sponsor	Budget <input type="checkbox"/> Deliverables <input type="checkbox"/> Personnel <input type="checkbox"/> HW/SW <input type="checkbox"/>
		<ul style="list-style-type: none"> > Authorize budget, scope and schedule. > Support project manager. > Allocate staff and resources. > Approve milestones and changes. > Provide feedback on status reports.
Justin S.	Project Manager	Budget <input type="checkbox"/> Deliverables <input type="checkbox"/> Personnel <input type="checkbox"/> HW/SW <input type="checkbox"/>
		<ul style="list-style-type: none"> > Direct project team. > Direct project plan. > Direct communications. > Control project budget. > Maintain risk management log. > Allocate resources. > Negotiate project obstacles. > Report progress to stakeholders. > Give performance feedback to team staff. > Approve deliverables. > Information request follow-up. > Validate information and assumptions. > Participate in meetings. > Approve travel expenses.
Enrique E	SCI Project Manager	Budget <input type="checkbox"/> Deliverables <input type="checkbox"/> Personnel <input type="checkbox"/> HW/SW <input type="checkbox"/>
		<ul style="list-style-type: none"> > Propose milestones. > Propose project plan. > Direct SCI team. > Allocate SCI resources. > Maintain risk management log. > Request travel expenses. > Report progress to stakeholders. > Give performance feedback to SCI staff. > Participate in meetings. > Prepare deliverables. > Translate documents and communications. > Require participants from LW and SCI. > Propose models, procedures and methods. > Establish PM and CM strategies.
Patricia Melgarejo	Sr. Engineer	Budget <input type="checkbox"/> Deliverables <input type="checkbox"/> Personnel <input type="checkbox"/> HW/SW <input type="checkbox"/>
		<ul style="list-style-type: none"> > Maintain project plan. > Prepare progress reports. > Participate in meetings. > Execute project methodology.

		<ul style="list-style-type: none"> > Prepare deliverables. > Support project logistics. > Perform assigned tasks. > Process information. > Translate documents and communications. > Program walkthroughs and meetings.
--	--	---

Table 3.8

3.4.3 RESOURCES

Technology / Software	<i>List the information technologies that will speed or enable a process, function or task in the project.</i>	
	<ul style="list-style-type: none"> > Google Drive to share files or other. > Skype for remote meetings or other. > Microsoft Office for documents. 	
Facilities	<i>Identify potential facilities required for the project execution.</i>	
	Facility description	Dates
	> Meeting room for meetings in Tennessee	> Every milestone meeting.
Tools	<i>List the names of the specific tools necessary for the activities involved in completing the project deliverables, as it could be a car for transporting personnel or specialized machinery.</i>	
	NA	

Table 3.9

4 SELECTION PROCESS

The selection process was planned in the following order and the following processes were executed:

Stage	Process	Deliveries
Preliminaries	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Specification of the strategy <input checked="" type="checkbox"/> Identification of requirements, costs, risks <input checked="" type="checkbox"/> Selection of project team 	Project Team
Request For Information RFI	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Suppliers survey and catalogue <input checked="" type="checkbox"/> Elaboration of RFI <input checked="" type="checkbox"/> RFI evaluation 	List of 3PLs
Non-disclosure agreement	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Elaboration and delivery of NDA <input checked="" type="checkbox"/> NDA signoff 	Signed agreements
Request For Proposal RFP	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> RFP elaboration and validation <input checked="" type="checkbox"/> RFP submitted to Bidders <input checked="" type="checkbox"/> Document and resolve questions <input checked="" type="checkbox"/> First filter <input checked="" type="checkbox"/> Visit selected bidder locations 	RFP
Evaluation chart	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Definition of evaluation criteria <input checked="" type="checkbox"/> Preparation of evaluation chart <input checked="" type="checkbox"/> Validation of the evaluation 	Proposals evaluated
Selection	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Feedback to Bidders <input checked="" type="checkbox"/> Final adjustments to proposal <input checked="" type="checkbox"/> Ratification of finalists 	Finalists selected
Adjudication	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Evaluation of adjusted proposals <input checked="" type="checkbox"/> Issuance of recommendation <input checked="" type="checkbox"/> Ratification of selected supplier <input checked="" type="checkbox"/> Initiate preparation of contract 	3PL selected
Diffusion	<ul style="list-style-type: none"> • Publish selection process results • Start the process of internal change management 	Results communicated
Initiation	<ul style="list-style-type: none"> • Sign contract • Document transition plan • Document business continuity plan • Document implementation plan 	Launch process prepared

Table 4.1

5 REQUEST FOR INFORMATION (RFI)

The purpose of this stage was to collect general information on 3PLs profile and gauge level of interest. After documenting an overview of the desired trade and operation strategy of the brand and identifying in a “Requirements Document Draft” available as [Annex 1](#), to support these strategies, different sized companies were required. Thirty companies from small to large size were chosen from the SCI database, specialized cargo web pages and cargo fairs in the attempt to meet the established criteria.

- The eligible providers were contacted to confirm the contact information and location of its distribution center
- RFIs were then sent through Google Forms as shown as [Annex 2](#) to the eligible providers.
- RFIs were delivered in Spanish
- An agreement of confidentiality was stated between the two parts. This information is available as [Annex 3](#).

5.1 FIRST CALL AND RFI

First contact calls were made to each one of the suppliers to validate the company’s information, the logistics services provided, the size and the location of their distribution centers. Getting to the “right” people to attend the development of this project was a major challenge. In return, this first contact delivered the following information to the suppliers:

1. Explanation of SCI’s role,
2. Invitation to participate in the bid,
3. Explanation of the project in general terms, without revealing the identity of our client,
4. Scope of the project,
5. Business opportunities joining this bid,
6. Information that would be requested throughout the selection process,
7. NDA document. This agreement is created between the supplier and SCI,

A schedule was then set and shared with the bidders to organize in advance the collect of information. This document was constantly updated and shared through Google Docs.

6 REQUEST FOR PROPOSAL/ QUOTE (RFP)

The purpose of this RFP document is the technical and economical evaluation of alternatives from logistics providers that meet the specific requirements of the Client. Additional scope, including the offering of further best practices, English communication skills and additional controls or technologies will be considered as value-added.

6.1 CONFIDENTIALITY OF INFORMATION

This RFP, its data and associated information will be considered intellectual property and confidential information of both the Bidder and SCI. It will be treated in accordance with the terms of the Non-Disclosure Agreement signed between both parties.

The total or partial reproduction of this document by any means is allowed only for the purpose of developing a response to this RFP/Q. If the Bidder chooses not to reply or is discarded from the evaluation process, the Bidder undertakes the responsibility to destroy all confidential information and any other document, data or communication that can be considered intellectual property.

The Bidder will not share information contained in the RFP/Q partially or as a whole, to any of its own subsidiaries, Subcontractors or those directly involved in preparing the response to this request, without first securing a Non-Disclosure Agreement and guaranteeing compliance of Terms of working with Subcontractors specified later in this document. The Bidder shall submit with its proposal a list of all involved in the preparation of the proposal. It is required that any Bidder and Subcontractor keep the contents of the proposal confidential. In compliance SCI guarantees not to disclose any information related to the Bidder to any other party.

6.1.1 TERMS AND CONDITIONS

Proposals stayed valid for nine (9) calendar months from the date of submission. All services and statements offered in the reply to this RFP/Q needed to be handled as true.

6.1.2 COSTS INCURRED BY THE BIDDER

The Bidder was responsible for all costs involved in the preparation, presentation and delivery, and any other prior or subsequent activity associated with the bidding process, including

assessment of the proposal, the Bidder presentations, attending meetings and contract negotiations with SCI and/or the Client whether or not the Client decide to contract any of the fore mentioned services.

6.1.3 USE OF SUBCONTRACTORS

Bidders were invited to respond with an offer to provide the described in this document for the benefit of the Client. In addition to the terms of the Confidentiality Agreement, the Bidder might propose the use of one or more subcontractors to some (no all) of the services described. Any subcontractor should be bound by these the terms stated in this RFP/Q and the Non-Disclosure Agreement signed with SCI and/or the Client.

The conditions for including subcontractors include, but are not limited to, the following:

- 1.- In the case of selection, the Bidder should be the prime Contractor and point of contact for any future Service Agreement. The Bidder would be ultimately responsible for compliance and delivery of all Services, Service Levels and Subcontractor costs for services.
- 2.- Prior to any communication or distribution of confidential information to potential Subcontractors, the Bidder should celebrate a Non-Disclosure Agreement with them.

6.2 SELECTION CRITERIA

SCI evaluated the proposals submitted by Bidders applicants taking into consideration the following criteria, without limiting its right to use additional evaluation criteria. The 3PL provider had to be able to develop all operational tasks and processes required herein, as well as excelling in operations performance as measured by the indicators employed by the Client.

- Experience and proved ability to store and distribute products,
- Ability to provide physical, technical and managerial resources to execute the operations required by the Client
- Total cost of monthly operation
- Average estimated cycle time of preparation and delivery of orders

- Ability to develop and maintain good relations of lasting and sustainable business through service level commitments and compliance by the established indicators
- Willingness and ability to accept specific requirements outlined in the RFP
- The perceived quality and timeliness of the proposal submitted in response to the RFP
- Attention, availability and serviceability demonstrated during the selection process
- Desirable ability to communicate status and relevant English language
- Desirable experience in similar projects with international customers

6.3 SUBMISSION INSTRUCTIONS

Here are the main requirements that the Bidder had to consider in order to develop, document and present its proposal. The Bidder submitted their proposal with the Attachments described below:

Attachments	Description
Attachment 1	<p>Warehousing proposal. Detailing the services offered in its operation and its cost for each unit of measure specified by describing the advantages, prerequisites and conditions necessary for optimal operation. Any addition to the minimum required functionality should be documented separately in a section called Added Values.</p> <p>Distribution proposal. Detailing the services offered in its operation and its cost for each unit of measure specified by describing the advantages and conditions necessary for optimal operation. Any addition to the minimum required functionality should be documented in the section Added Values</p> <p>Inventory management proposal. For each of the services required specify and break down any additional costs generated by administrative activities of storage and / or distribution. Any addition to the minimum required functionality should be documented in the section Added Values.</p> <p>Import proposal. Import services may be needed. Describe the current operation and its cost. Suggest how this service can be integrated into the required chain.</p> <p>Added Values. All the services that may differentiate and add value to the Bidder's operational request should be listed and break down by cost.</p> <p>**The freight insurance must be consider and quote separately for each operation</p>

Attachment 2	Proposal for payment conditions. Suggest the methods of payment, transaction conditions and methods available and bank details to receive international payments. Anticipate that the Client would receive invoices monthly, payable within the next 30-45 days.
Attachment 3	Proposed standard contract. Where rights, obligations, jurisdiction, penalties, clauses, etc. are specified. Consider that the contract duration will be initially 12 months, to be renewal according to performance.

Table 6.2

Attachment 1 was required structured in the following way:

Type of Service	Description	Cost x service	Total Cost
WAREHOUSING	Price per pallet stored		
	Price of materials receipt (if any)		
	Price of stacking (if any)		
	Price of inbound inspection		
	Inbound shipment planning		
	Inbound shipment control		
	Cost of freight insurance		
	Inbound inspection		
DISTRIBUTION	Cost of domestic delivery		
	Cost of foreign delivery		
	Cost of order collection and planning		
	Cost of urgent delivery		
	Cost of customer returns / consolidation / processing		
	Estimated Cost of changes in orders		
	Cost of freight insurance		
	Administrative costs		
IMPORT	Price per pallet imported		
	freights and customs		
	Cost of freight insurance		
INVENTORY MANAGEMENT	Estimated Cost of processing orders		
	Estimated Cost of picking		
	Estimated Cost of packaging and labeling		
	Estimated Cost of inventory control		
	Administrative costs		

Table 6.3

After the proposal's delivery, the Bidder may carry out a meeting on-site with personnel of SCI and the Client, where the Bidder shall submit an executive summary of the proposal. This session will be a maximum duration of two hours.

6.4 OTHER CONSIDERATIONS

SCI reserves the right to:

- Update or cancel this RFP by giving written notice to Bidders
- Change the selection process and evaluation without notice
- Reject or penalize the proposal submitted by the Bidder with a written explanation of the causes
- Accept all, none or some of the services offered by the Bidder, whatever the scope, explaining the reasons in writing, without any obligation of compensation to the Bidder,
- Take any other action it deems appropriate in relation to time, the selection and evaluation of criteria without notice.

6.5 REQUIREMENTS

6.5.1 ENTERPRISE PROFILE

The Client has over 124 years in the US market. Since it belongs to the field of sales of literature and religious items, their business model suggests a solid structure with a very clear and specific market.

The Client has a presence in over 120 countries, including the metropolitan area of Mexico City. Currently, the Client serves customers directly from the United States through small distributors, but is willing to consolidate this operation by contracting an outsourced distribution center located in Mexico.

6.5.2 DESCRIPTION OF THE GENERAL OPERATION

a. Current operation

Currently, sales in Mexico are fulfilled by small distributors. Shipments are sent directly to the final customer without going through a process of slotting or picking. Billings and payments are conducted in US dollars directly to the Customer's account in the United States.

b. Required operation according to the LW-NATN-3PLS

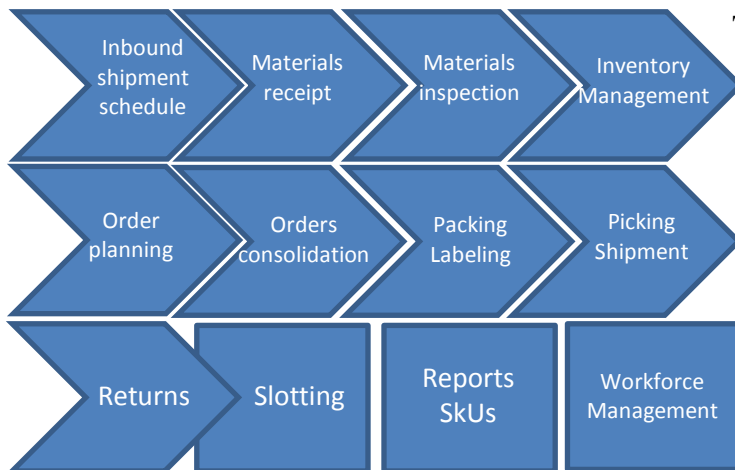
Here is the description of the required operation:

ID	Description	ID	Description
1	Materials unloaded	7	Order delivery
2	Inbound receipt, inspection, scanning, slotting	8	Proof of collection and delivery
3	Storage		
4	Inventory Management	A	Returns consolidation
5	Order collection and planning	B	Returns processing
6	Order picking	C	Reintegration of returns to inventory

Table 6.5

The Client expects from 1-5 daily deliveries. Its growth strategy is projected at 5% per year. Logistics is based on a distribution model according to generated orders. It would be desirable to consolidate deliveries with other Client to generate lower costs for distribution.

6.5.3 PROCESSES TO CONSIDER



The following diagram describes the basic operational processes of a distribution center. These processes should apply to every category of products:

- a) Books,
- b) Magazines,
- c) Multimedia,
- d) Other religious items

Figure 6.6

6.5.4 SHIFTS

The operation will be required in shift schedules (preferably daytime) defined from Monday to Saturday, allowing compliance with the following activities:

- a) Unloading and receipt of goods, inspection, slotting,
- b) Inventory control,
- c) Sorting and consolidation of orders, picking, shipment,
- d) Transportation and delivery of goods to the end customer

6.5.5 SKU CATALOGUE

The active product catalog for the country of Mexico consists of between 150 and 250 SKUs. The products known as “books and magazines” represent the bulk of the operation (75%); therefore containing no expiration dates or serial numbers nor requiring any special handling with the exception of conditions for storage or transport.

6.5.6 RECEIPT

It is expected that less than 4 weekly truckloads will reach the Bidder's facility. A monthly plan, updated weekly will be provide. A shipping document, printed and emailed, will arrive with every truckload. The load will be pelleted with various sizes of corrugated boxes containing mixed products into a maximum of 26 pallets per truckload (24,000 pieces per load). The size of these boxes varies by product, but their weight is 23 kgs on average. All freight must be inspected to validate the amounts received in order to then generate a receipt of materials. Leftovers, missing and damaged products must also be reported as soon as possible via email with the corresponding evidence. The pallets will not have to be sent back.

6.5.7 INVENTORY

The stored average monthly inventory is 200 pallets, with months of fluctuation wherein the stock may increase up to 400 pallets (April-March and November-December). Inventory should be administered according to different SKUs. For proper inventory control an electronic data bank by product, must be available daily where inputs, outputs and stocks are specified. In

addition, an annual audit will be performed by the Client in order to validate information. The inventory should be validated by a weekly physical count that will be compared to the Kardex. In addition, a weekly report of low turnover products without movement, as well as waste and obsoletes, must be made available.

a. Storage conditions

The product received must be secured in a dry, closed location without exposure to moisture, excessive heat or warehouse lighting.

b. Planning, processing and order consolidation

From 1-5 orders will be received daily by e-mail with the specifications of packaging and labeling. Orders will be previously filtered and validated by the Client. The Client will be responsible of consolidate orders, and provide backorders follow ups. The average number of lines per order is between 50 and 250. These orders represent a range of 50 to 2500 pieces per day (10-50 corrugated). The Bidder shall have the capability to perform the picking, and to further consolidate an order, the will have the ability to package, label, record, stretch wrap and ship. The 3PL should stick a label or sheet with the content of each shipped order. When shortage, the 3pl would be able to replace a product with another SKU whenever it has been notified to the Client. The Client will provide a catalogue of products and will stablish the replacement policies. The cycle time estimated for order processing should not take more than 24 hours.

The 3PL should guarantee the capacity packing with competitive local supplier of labels and boxes. The packing specifications are the following:

- 95lb weight limit
- C size flute
- 44 lb edge crush test
- 19 inch length x 13 inch width.
- Height varies from 5 inches to 11 inches
- Single wall / no coating

6.5.8 DELIVERIES

Delivery of orders may be made directly or in an outsourced manner, such as LTL or parcel. A route for simultaneous deliveries including between 10 and 25 points is suggested. The choice of method of transport and route planning is the responsibility of the Bidder, according to its transport capacity. It should not incur hidden costs. The load must be monitored and secured every time. The cycle time estimated for delivery should not take more than 24 hours.

6.5.9 INVENTORY POLICIES

Given the nature of the products the Bidder must comply with FIFO policy (first in, first out). Four months a year the demand might increase up to 400 pallets considering a pull ahead inventory.

6.5.10 FUNCTIONAL REQUIREMENTS

This section describes the functionality required by the Client. Fields in light blue need to be completed. Reply YES whenever there is a viable activity without any additional cost to the customer. Otherwise, generate an additional cost, and specify in the comments.

a. Receipts scheduling and appointment

Functionality description	Required / Capability		Comments
Scheduling and appointment			
Enabled web portal for suppliers to request appointments of receipt	NO		
Manual scheduling	YES		
Capability to choose the time of receipt of shipments	YES		
Shipment status will be monitored	YES		

b. Products receipt

Functionality description	Required / Capability		Comments
Receipt			
Receipt of complete pallets by scanner	NO		
Use of serial numbers	NO		
Photographic evidence for exceptions	YES		
Inventory update in real time by the ERP	YES		

Notification for non-catalogued products upon arrival	YES		
Notification of exceptions upon arrival	YES		
Validate sealed cases / open cases	YES		
Standardized inspection policies	YES		
Notification for damaged/missing goods upon arrival	YES		
Reports by supplier, date, product, transport, quantity	YES		
Returns / Damaged goods			
Require basic sorting at facility / processing	YES		
Returns consolidation until mechanisms of reverse (or sale) are determined	YES		
Damaged goods disposal procedure and authorization	YES		
Reintegration of returns to inventory	YES		
Urgent receipt			
Flexibility to negotiate urgent receipts	YES		
Flexibility to establish transport priorities	YES		

c. Storage policies

Functionality description	Required / Capability	Comments
Storage policies		
Use of corrugates and parts	YES	
Specific organization required for pallets	NO	
Combining several products are allowed in the same pallet	YES	

d. Quality control and certifications

Functionality description	Required / Capability	Comments
Quality control		
Quality Control Certification (Specify)	NO	
Environmental Certification	NO	
Socially Responsible Company	NO	
Complies with national safety regulations of STPS and Protección Civil	YES	
Complies with national labor regulations like IMSS, STPS	YES	
Release non audited shipments	NO	

e. Inventory Management

Functionality description	Required / Capability	Comments
Inventory Control		
Ability to issue kardex for all items by: <ul style="list-style-type: none"> Category SKU Client 	YES	
WMS required	NO	
Slow movers and obsoletes report	NO	

Counts			
Cyclical counts	YES		
Ability to issue physical count report for all items by: <ul style="list-style-type: none"> • SKU • Category • Cost of Inventory • Mixed 	YES		
Flexibility for cyclic counts to be executed any time in extraordinary cases	YES		
Allow counts without stopping other operations	YES		
Report of discrepancies and adjustments	YES		
Adjustments			
Adjustments disposal procedure and authorization	YES		
Adjustment detailed report	YES		

f. Order wave planning

Functionality description	Required / Capability	Comments
Order wave planning		
Ability to receive and consolidate orders	NO	
Ability to consolidate all orders of the same client or route	YES	
Identify optimizations using assortment criteria based on dimensions and weight	YES	
Barcode scanning for outbound product required	NO	
Avoid stock outs in priority customers	YES	
Report of the missing products within orders	YES	
Require validation of the missing products before shipping	NO	
Print labels for each unit (corrugated or container)	YES	
Capacity packing with competitive local supplier of labels and boxes	YES	

g. Order picking

Functionality description	Required / Capability	Comments
Order picking		
Order status information requested: <ul style="list-style-type: none"> • Delivered 	YES	
Print required labels	YES	
Labeling guidelines enable for each client	YES	
Report shipping manifests for goods shipped by parcel including tracking numbers and shipping label	YES	
Report delivery manifest for goods shipped with own transport including delivery route and shipping label	YES	
Transport		
Optimize delivery route	YES	

Single route for multiple drop spots when possible	YES		
Vehicles for delivery	YES		
Possibility of returning products to storage (damaged/returns)	YES		
Print required paper based POD	YES		
Daily scanned POD package by e-mail	YES		
Delivery cost control	YES		
Changes and cancelations			
Possibility to cancel an order being picked	YES		
Reintegration of canceled orders to inventory	YES		
Changes in quantities can be reintegrate to inventory	YES		
Capacity for the order that has already been stocked to be placed in a waiting area or rack if there are changes in delivery date	YES		

h. Transport planning

Functionality description	Required / Capability		Comments
Transport planning			
Anticipate planning	YES		
Ability to schedule shipments from type of transportation <ul style="list-style-type: none"> • LTL (partial transport) • TL (full transport) • Other 	YES		
Prepare required documentation for transportation	YES		
Ability to configure client requirements <ul style="list-style-type: none"> • Simple Stowage / double • Spacing 	YES		
Capability to monitor delivery status	YES		
Execute exceptions follow up	YES		
Search consolidation and optimization of transport	YES		

i. Value added services

Functionality description	Required / Capability		Comments
Value Added services			
English communications skills (spoken and written)	YES		
Pickup at facility available	YES		
Presence outside México City	NO		
Capacity to meet growth expectations (10-20% annual)	YES		
Capability to expand the drop spots or locations	YES		
Capability to expand the range of products	YES		
Satellite monitoring or GPS for delivery vehicles	NO		
Local sourcing for packaging materials	YES		
Product safeguard guarantee in facility and delivery	YES		
Loss or spoilage coverage by the freight insurance	YES		

j. Notification alerts

Functionality description	Required / Capability	Comments
Notification alerts		
Communicate missed appointments	YES	
Arrival of carrier without appointment	YES	
Transport conditions unfit for receipt	YES	
Transport Seal breached	YES	
Over-quantity receipt detected	YES	
Under-quantity receipt detected	YES	
Non catalogue product	YES	
Damaged goods detected upon arrival	YES	
Discrepancies in documentation, labeling or packaging	YES	
Missing products upon arrival	YES	
Damaged goods detected while assorting	YES	
Shortage products detected while assorting	YES	
Discrepancies in inventory	YES	
Adjustments	YES	
Communicate missed appointments of carriers	NO	
Carrier delivery database changes	NO	
Notify any transport accident / robberies	YES	
Returns of products from customers	YES	
Any setback in product delivery	YES	
Shortage of cartons or labels	NO	
Additional costs due to exceptions	YES	

k. Reports

Functionality description	Required / Capability	Comments
Reports		
Weekly Report of cycle order time	YES	
Daily receipts summary by e-mail	YES	
Overage, Shortage, Damaged goods e-mail with evidence	YES	
Available kardex balance by e-mail	YES	
Weekly physical counts report	YES	
Weekly slow movers and obsoletes report	NO	
Carrier database changes by e-mail	NO	
Weekly facility pickup report by e-mail	YES	
Daily scanned POD package by e-mail	YES	
Daily route delivery report by e-mail	NO	
Daily exceptions report by e-mail	YES	
Daily damaged goods report by e-mail	NO	

l. KPIs

KPIs Evaluation in first stage	
---------------------------------------	--

Accuracy	
Inventory Record Accuracy	Compares inventory levels as recorded to actual stock levels
Cycle time	
Warehouse Order Cycle Time	Average amount of time from when the order is received until the order is shipped
Average delivery time	Time between shipping an order and delivery of the product to the customer
Financial	
Fixed delivery cost	Cost of delivering per order
Monthly Operating Costs	All costs relating to the operation

m. Facility attributes

Functionality description	Required / Capability	Comments
Facility attributes		
Appropriate conditions of truck yards	YES	
Appropriate conditions of docks	YES	
Appropriate conditions of warehouse	YES	
Appropriate conditions of offices and equipment	YES	
Specific facility location	NO	
Internet connection	YES	
Computers/scanners/equipment as required	YES	
Storage capacity up to 400 pallets per month	YES	
Standard docks with leveling	YES	
Dock seal	YES	

Table 6.8

7 VENDORS SUMMARY

Thirty companies, of different size, were identified as eligible 3PL for this project. All these companies are well known for their performance in the logistic and transport cluster.

	NAME	LOGO	WEB PAGE	SIZE OF THE COMPANY
1	Log / Mex		http://www.logmex.com.mx	MEDIUM
2	GPL Mexico		http://gplmexico.com	LARGE
3	B Logistics		http://www.blogistics.com.mx	MEDIUM
4	Grupo SID		http://www.gruposid.com.mx	LARGE
5	Soporte Logístico en Distribución S.A. de C.V.		http://www.sodisa.com	SMALL
6	Space distribucion y almacenaje		http://www.spacedistribucion.com	SMALL
7	Taube logistics		http://taubelogistics.com	MEDIUM
8	Logis		http://www.logis.com.mx	LARGE
9	Accel Logistics		http://www.accellogistica.com	LARGE
10	Transportes Castores		http://www.castores.com.mx	LARGE
11	Praxis Logistica Mexico		http://www.praxislogistica.com	SMALL
12	Taurus International Logistics		http://www.taurusintlogistics.com	SMALL
13	Stars Logistics		http://www.starslogistics.com	LARGE
14	Potosinos		http://www.potosinos.com.mx	MEDIUM
15	3 Guerras		http://www.tresguerras.com	LARGE
16	Argo Logistica		http://www.argomex.com	MEDIUM
17	LogiTec		http://logisticaycalidad.com.mx	SMALL
18	SSAIO Solutions		http://www.ssaio solutions.com	MEDIUM
19	Eurologistic SA de CV		http://www.eurologistic.com.mx	SMALL
20	Almacenes Generales del Bajío		http://www.algebasa.com	MEDIUM
21	Julian Obregon		http://www.juliandeobregon.com.mx	LARGE
22	DHL		http://www.dhl.com.mx	LARGE

23	Onest Logistics		http://www.onestlogistics.com	LARGE
24	Ademsa		http://www.ademsa.com	LARGE
25	TFT Logistica		http://tftlogistica.com	SMALL
26	Logistica Alfin		http://www.logisticaalfin.com	SMALL
27	Spaa logistica		http://www.spaa.com.mx	MEDIUM
28	Grupo Porteo		http://www.grupoporteo.com	LARGE
29	Jurama		http://jurama.mx/servicios/tra	SMALL
30	UPS		http://jurama.mx/servicios/tra	LARGE

Table 7.1

The size of the company criteria:

SMALL- 1-30 people, less than 10,000 mts² in warehouse, small presence in México.

MEDIUM- 31-50 people, more than 10,000 mts² in warehouse, moderate presence in México.

LARGE- More than 50 people, more than 10,000 mts² in warehousing, high presence in México

7.1 FIRST VALIDATION

After validating the capabilities of these companies to meet our client's growth strategy and distribution requirements, they were requested for more detailed information with the RFIs. During the process, some companies confirmed their lack of capacity or interest in the size and nature of the project. Only eighteen of the thirty companies replied. Different reasons led to 19 out of 30 contacted companies to decline, which are documented in the following table:

	BIDDER	CALL		RFI		Accepted	RFP		QA		Reason
		Call	Following up	Send	Received	Conditions	Send	Received	Questions Answers	Quote	
B2	GPL Mexico										Does not have infrastructure to do the complete process
B3	B Logistics										Did not replied
B5	Soporte Logístico en Distribución S.A. de C.V.										Does not have capacity
B6	Space distribución y almacenaje										Did not replied
B7	Taube logistics										Did not replied
B8	Logis										Not interested
B10	Transportes Castores										Does not provide this service
B11	Praxis Logistica Mexico										Does not want to keep 9 months for the quote
B12	Taurus International Logistics										Does not have capacity
B13	Stars Logistics										Did not replied
B14	Potosinos										Did not replied
B17	LogiTec										Did not replied
B19	Eurologistic SA de CV										Does not have capacity
B21	Julian Obregon										Does not have infrastructure to do the complete process
B22	DHL										Did not replied
B23	Onest Logistics										Did not replied
B24	Ademsa										Did not replied
B27	Spaa logistica										Not interested
B30	ups										Not interested

Image 7.2

This is the summary of the selection progress:

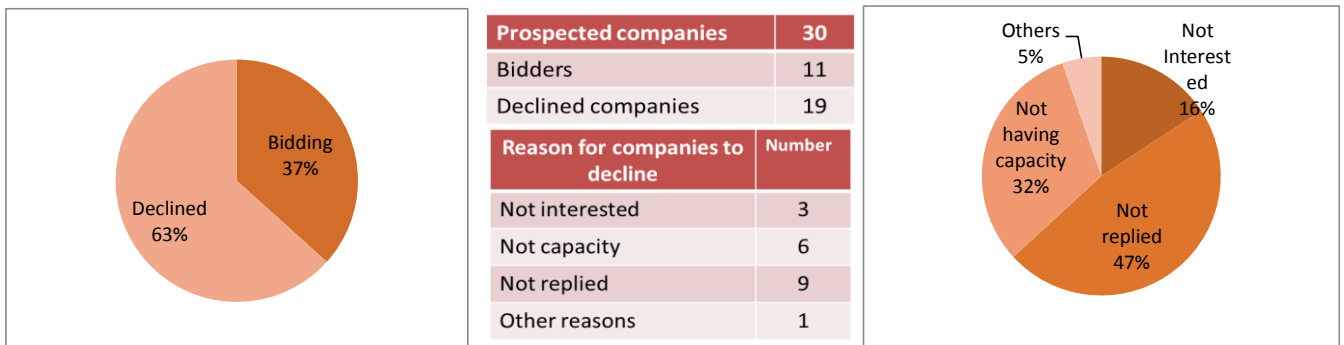


Image 7.3

A Request for Proposal was sent to the candidates who returned the previous information. UPS and DHL demanded the whole information package before sharing any kind of information with us. The information package was sent to them to include them in the process.

Several sessions of *questions & answers* took place to clarify the information contained in the RFP document, as well new complimentary information needed in order to fill a profile for each bidder to be presented to de Client:

Name of the company		LOGO						
Size: 	Offered Services executed directly 							
Added Value <ul style="list-style-type: none"> ✓ years of experience ✓ <u>Remarks</u> ✓ <u>Presence in the country</u> ✓ Sustainable 	Clients Textile Hi Tech Industrial Health Care Food and drinks	Performance Comments <table border="1"> <tr> <td>Organizational Structure</td> <td>Accessible Flexible Efficient Customer oriented</td> </tr> <tr> <td>Commitment</td> <td>Continuous interest Concerned about deadlines</td> </tr> <tr> <td>Availability</td> <td>Easy to contact by mail Easy to contact by phone</td> </tr> </table>	Organizational Structure	Accessible Flexible Efficient Customer oriented	Commitment	Continuous interest Concerned about deadlines	Availability	Easy to contact by mail Easy to contact by phone
	Organizational Structure	Accessible Flexible Efficient Customer oriented						
	Commitment	Continuous interest Concerned about deadlines						
Availability	Easy to contact by mail Easy to contact by phone							
Certifications 								

SupplyChainInstitute.
The Best. Potential. Ever.

Economic proposals were then expected to be delivered within the next 1.5 months, but finally just the following 11 companies fulfilled this requirement:

	NAME	SIZE	IMPORTS	WH	TRANSPORT AND TECHNOLOGY	VALUE ADDED	SOFTWARE	SERVICE	CLIENTS	CERTIFIED
1	Log / Mex	★ ★					24/7 SAP IN PROCESS WMS		Duracell Canderel El Calvario	
4	Grupo SID	★ ★ ★ ★					24/7 SAP WMS		Colgate- Palmolive L'Oreal	
9	ACCEL Logistics	★ ★ ★ ★					BILINGUAL CALL CENTER WMS		Automotive Health	
15	3 Guerras	★ ★ ★ ★					24/7 WMS		RedBull Chedraui	
16	Argo Logistica	★ ★ ★ ★					24/7 WMS		Nestle Henkel 3M	
18	SSAIO Solutions	★					24/7 WMS		Valentina Sparkel Vipal	
20	Almacenes Generales del Bajío	★ ★					24/7 WMS		Choc. Ibarra	
25	TFT Logistica	★					24/7 WMS		Agro Industrial Food and Drinks	
26	Logistica Alfin	★					24/7 WMS		Health Care Food and Drinks	
28	Grupo Porteo	★					24/7 WMS		Automotive Health	
29	Jurama	★					BILINGUAL CALL CENTER WMS		Consulting	

Table 7.5

7.2 FIRST FILTER

The Client's representative, supported by SCI representative Patricia Melgarejo, evaluated the information and technical and economic proposals submitted by the bidders taking into consideration the following criteria in order to proceed to a first filter:

- Experience and proved ability to store and distribute products,
- Ability to provide physical, technical and managerial resources to execute the operations required by the client,
- Total cost of monthly operation,
- Average estimated cycle time of preparation and delivery of orders,
- Ability to develop and maintain good relations of lasting and sustainable business through service level commitments and compliance by the established indicators,
- Willingness and ability to accept specific requirements outlined in the RFP,
- The perceived quality and timeliness of the proposal submitted in response to the RFP,
- Attention, availability and serviceability demonstrated during the selection process,
- Desirable ability and capacity to communicate in English,
- Desirable experience in similar projects with international customers,

7.2.1 EXTRACT OF THE PROVIDED SERVICES

An extract of the offered services was prepared for the first decision making session and the profile of each one is provided in [Annex 4](#):

	NAME	LOGO	SIZE	IMPORTS	WH	TRANSPORT AND TECHNOLOGY	VALUE ADDED	SOFTWARE	SERVICE	CLIENTS	CERTIFIED
1	Log / Mex		★ ★							Duracell Canderel El Calvario	
4	Grupo SID		★★★★							Colgate- Palmolive L'Oreal	
15	3 Guerras		★★★★							RedBull	
16	Argo Logistica		★★★★							Nestle Henkel 3M	
18	SSAIO Solutions		★							Valentina Caucho Vipal	
20	Almacenes Generales del Bajío		★ ★								

Subcontracted service

Supported

Limited

Not supported

The size of the company:
 SMALL- 1-30 people, less than 10,000 mts² in warehouse, small presence in México.
 MEDIUM- 31-50 people, more than 10,000 mts² in warehouse, moderate presence in México.
 LARGE- More than 50 people, more than 10,000 mts² in warehousing, high presence in México.

Image 7.6

7.2.2 HIGHLIGHTS OF THE PROVIDED SERVICES

PROVIDER	COMMENT
LOG&MEX	The size of the company permit flexibility in processes and a dynamic flow of information
	Has a similar client of the same brand
	Has a defined transport network that will permit to consolidate load
	Located within an industrial park
	Possibility of office rental
	Do not have a WMS yet. All the information will be shared in spreadsheet formats until the software will be implanted.

GRUPO SID	Has a wide IT team that will help create interphases between customer and provider
	Has a train dock available for import transportation
	Located within an industrial park
	Proposed a synergy with other of its client that can be helpful in a future distribution strategy
	Are not familiarized with the freight insurance
	Do not import
	New complex customers led to a less efficient service
TRES GUERRAS	Well consolidated company, capable of integrate all processes
	Interested in entering into the storage market
	Not much experience in storing services
	High rate for consolidate load
ARGO LOGISTICS	Well consolidated company
	Experience in similar customers
	Do not export
	Not familiarized with freights of assurance
	Does not found a local provider for corrugate boxes
SSAIO Solutions	Very flexible in terms of procedures and rates
	Personalized service from the owners
	Company in expansion
	Able to develop all the operations needed (new business areas)
	LW represents a great client
	Very competitive rates
	Not located in an industrial park
	Small company

	Risk of disorder /
	Possible language barriers
ALGEBASA	Company in expansion
	Is currently establishing commercial networks with other related companies
	All the load is assured while stored
	Located within an industrial park
	The headquarter is in Leon so some negotiations take longer

Table 7.7

7.2.3 COMPARISON OF REQUIREMENTS AND FUNCTIONALITIES

Functionality	Logy Mex	Grupo SID	Tres Guerras	Argo	SSAIO	Algebasa
Reports from receipt goods and notifications of exceptions	✓	✓	✓	✓	✓	✓
Returns / damaged goods storage and management	✓	✓	✓	✓	✓	✓
Complies with national basic regulations	✓	✓	✓	✓	✓	✓
Ability to issue daily <u>kardex</u> by item inventory in real time	⚠	✓	✓	✓	✓	✓
Identify optimizations using assortment criteria based on dimensions and weight	✓	⚠	✓	✓	✓	⚠

Image 7.8

Functionality	Logy Mex	Grupo SID	Tres Guerras	Argo	SSAIO	Algebase
Capacity packing with competitive local supplier of boxes	✓	✓	⚠	⚠	✓	✓
Order status information in real time and monitoring	✓	✓	✓	✓	✓	✓
Prepare required documentation for transportation	✓	✓	✓	✓	✓	✓
Daily scanned POD	✓	✓	✓	✓	✓	✓
English communication skills	✓	✓	✓	⚠	⚠	✓
Appropriate conditions of infrastructure	✓	✓	✓	✓	✓	✓
Storage capacity	✓	✓	✓	✓	✓	✓

Image 7.9

7.3 ON-SITE MEETINGS

On-site meetings were then scheduled to respond to the following expectations and doubts:

Commercial Department	Logistics Department	SCI
Ensure quality customer experience	Observe current operation	Stablish a first approach between client and customer
Ensure inventory control	Observe current processes	Clarify the operation and detail the requirements
Observe the assortment process	Observe current reports	Certify to LW the capability of the first elected bidders
Validate the delivery tracking	Observe inventory management	Validate to bidders the expansion power of the client
Confirm the average estimate cycle		

The representative of different LW key functions met together for the evaluation workshop at Estado de Mexico from 24-29 may 2015 to fulfil the expectations of the on-site meetings. Several important topics were discussed within the workshop including:

- Status of the project,
- Presentation of prospected companies,
- Explanation of first selection filter,
- Statistics,
- Profile of every provider,
- Assumptions for quoting,
- Delivered quotes,
- Forecast of different scenarios,
- Next steps,

We consider the physical walkthrough of the 3PL suppliers a crucial part of the selection process. The group arranged a visit to the selected bidder's facilities to look for:

1. Physical conditions of the facility,
2. Safety and security standards,
3. Warehousing, inventory control, picking and packing practices,
4. Client service,
5. General warehouse control and order,
6. Affinity with Lifeway's processes,
7. Willingness and capacity to serve,
8. Technology available,

After the on-site meetings every group participant had their own comments. Strengths and weaknesses were identified.

	Basics	Strengths	Weaknesses
TRES GUERRAS	Inventory management Product tracking Online reporting Safety and order	Transportation Standard processes Inside industrial park	High costs No picking processes
ALGEBASA	Inventory management Product tracking Online reporting Safety and order	Fiscal bonding Experience with imports Inside industrial park	Service No picking processes Door to door distribution

SSAIO	Inventory management Product tracking Online reporting Safety and order	Experience with imports High flexibility and creativity Experience with pick & pack	Systems require manual intervention Relatively young company One person value vs. know how
LOG & MEX	Inventory management Safety and order	Experience with imports High flexibility Fiscal bonding Inside industrial park	WMS not installed yet No picking processes
ARGO	Inventory management Product tracking Online reporting Safety and order	Experience with pick and pack / carton flow Standard processes Inside industrial park	Cost Low flexibility Imports Insurance freights

Table 7.10

7.4 THE EVALUATION CRITERIA

7.4.1 QUALITATIVE EVALUATION

For the final selection of the bidder the Client considered the following the evaluation criteria, in order of importance. A value was then assigned to every criteria in response of its importance:

EVALUATION CRITERIA	GIVEN VALUE
1) Ability to provide physical, technical and managerial resources to execute all the operations required (Since import to delivery to the end customer)	10
2) Ability to run picking activity in detail,	9
3) Attention, availability and serviceability that lead to a suitable customer service as well as the willingness and ability to accept specific requirements outlined in the RFP	8
4) The cost competitiveness of monthly operation relative to the services offered,	7
5) Experience and proved ability to store and distribute products,	6
6) Ability to develop and maintain good relations of lasting and sustainable business through service level commitments and compliance by the established indicators	5
7) Desirable experience in similar projects with international customers	4
8) Average estimated cycle time of preparation and delivery of orders	3
9) Desirable ability to communicate in English language	2
10) The perceived quality and timeliness of the proposal submitted in response to the RFP	1

Table 7.11

Every 3PL supplier was graded accordingly:

CRITERIA	TRES GUERRAS	ALGEBASA	SSAIO	LOG&MEX	ARGO
1	10	10	10	10	NOT IMPORT
2	NOT PICK	NOT PICK	9	NOT PICK	9
3	NOT FLEXIBLE	8	8	8	NOT FLEXIBLE
4	HIGH COST	7	7	7	7
5	6	6	6	6	6
6	5	5	5	5	5
7	NEW OPERATION	5	4	4	4
8	3	3	3	3	3
9	2	2	2	2	2
10	TIMELINESS	TIMELINESS	1	1	QUALITY OF INFORMATION
TOTAL	26	46	55	46	36

Table 7.12

Here the obtained results:

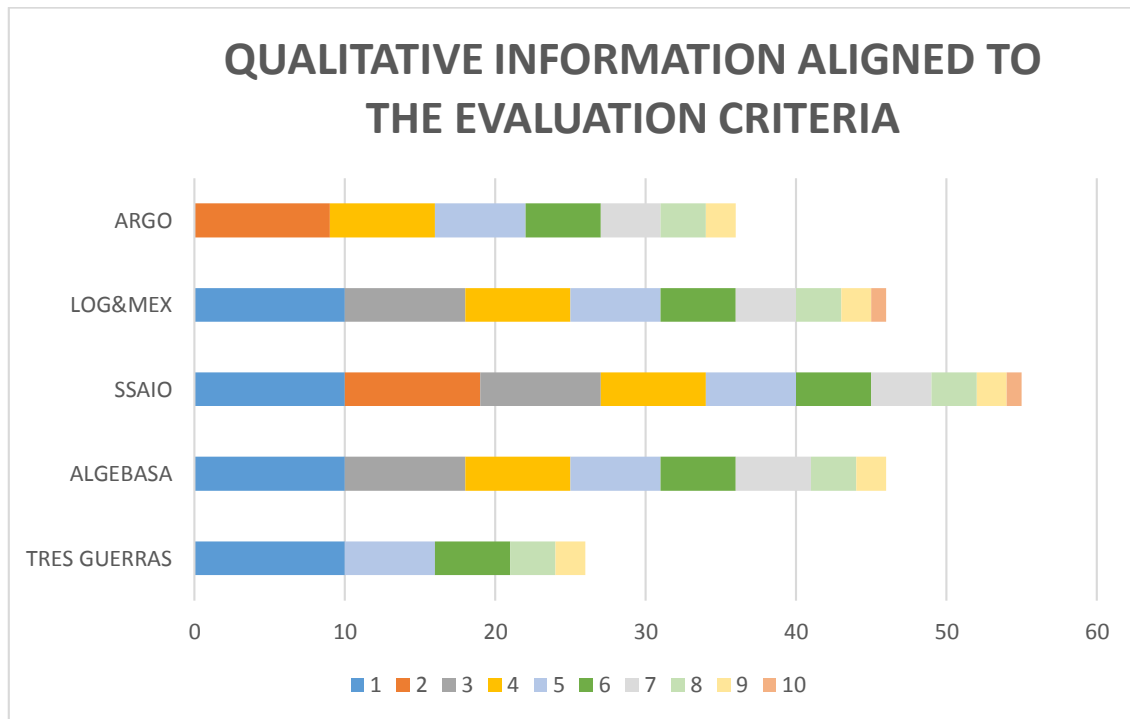


Image 7.13

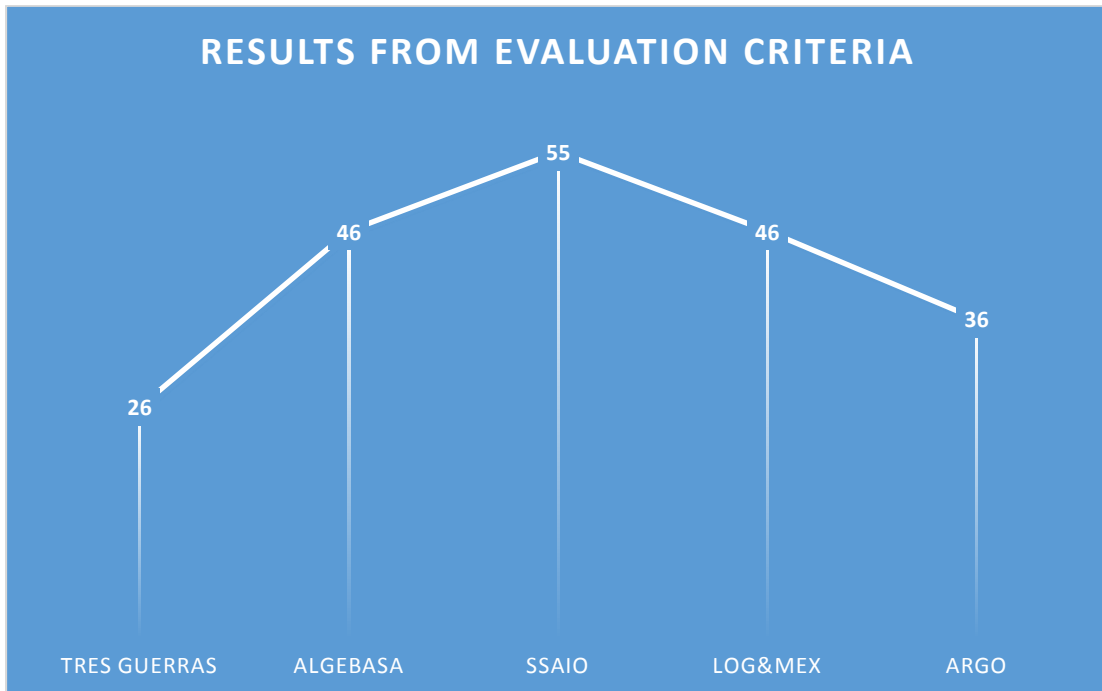


Image 7.14

7.4.2 QUANTITATIVE CONSIDERATIONS

A forecast spreadsheet simulator was provided to play some different scenarios of LW's monthly operation. This tool allowed a clear idea of the total cost of operation, and a simultaneous comparison between all the Bidders. This simulator was available to them in Google Docs. Information could be filled in by assumptions to forecast an estimated cost of operation, as following:

OTHER ASSUMPTIONS		Normal
EXCHANGE RATE		\$15.50
OPERATION	Number of pallets	200
OPERATION	Number of days in a month	28
OPERATION	Number of orders per day	5
OPERATION	Number of boxes inspected by month	0
OPERATION	Number of inbound truckloads x month	4
OPERATION	Value of the load (x Truckload)	\$ 55,000.00 \$ 852,500.00
OPERATION	Value of the Order (Outbond)	\$ 67.00 \$ 62,310.00
OPERATION	Number of boxes per order	60

OPERATION	Number of boxes per pallet	30
OPERATION	Number of pieces per box	12
OPERATION	Customer returns	0
OPERATION	Number of urgent deliveries	0
OPERATION	Number of labeled boxes	0
OPERATION	Percentage of picking in boxes	0.2
OPERATION	Percentage of picking in pieces	0.7
TRANSPORT	Percentage of domestic deliveries	1
TRANSPORT	Percentage of foreign deliveries	0
TRANSPORT	Zapopan, Jalisco, C.P MX	1
TRANSPORT	Tlaquepaque, Jalisco MX	1
TRANSPORT	Aguas Calientes, MX	1
TRANSPORT	Merida Yucatan MX	1
TRANSPORT	Ensenada MX	1
TRANSPORT	Monterrey, N.L. MX	1

Table 7.15

According to the estimated costs of a “normal” month operation assumption the results were as following:

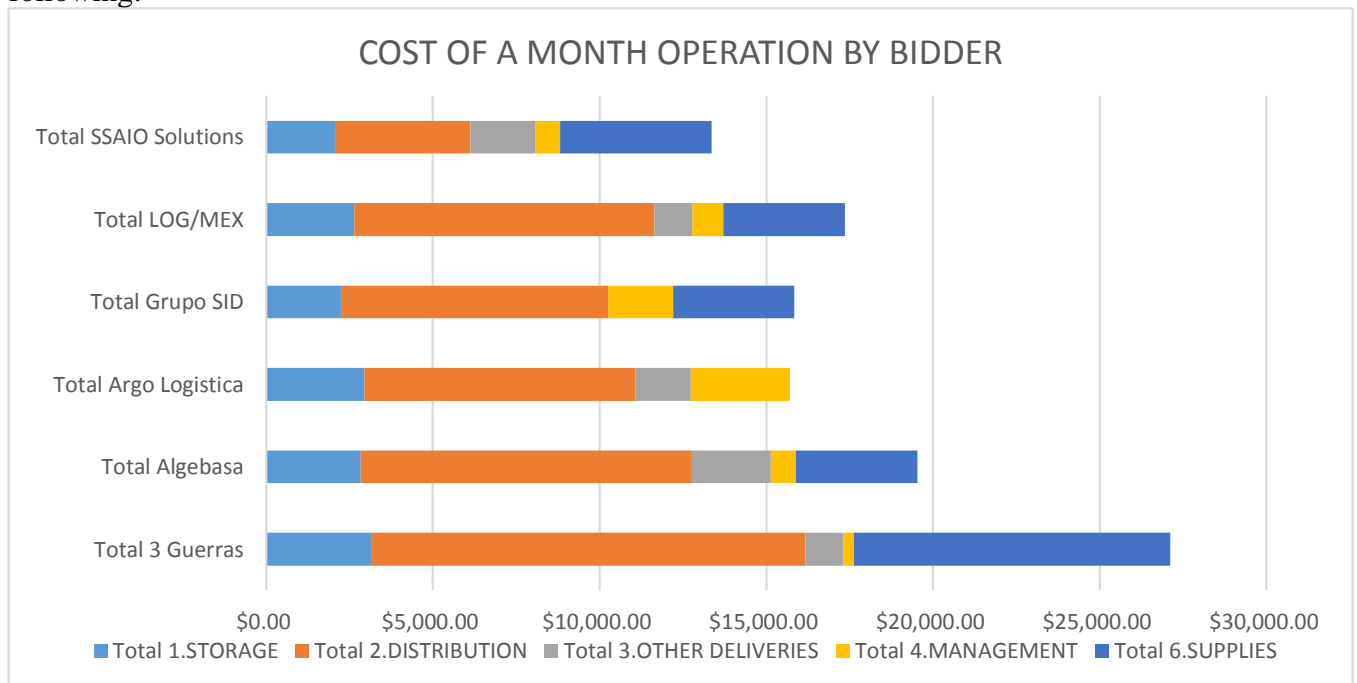
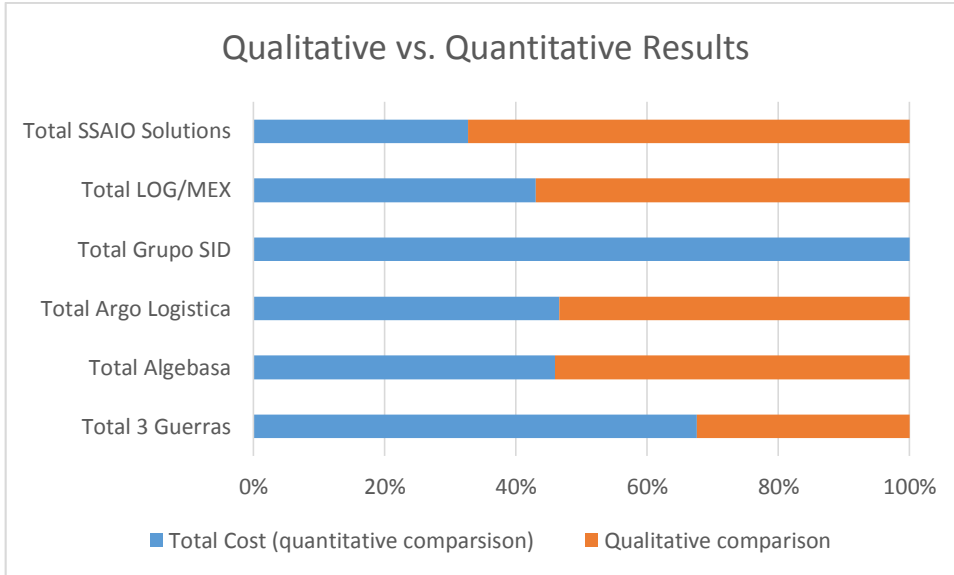


Image 7.16

8. FINAL ASSESMENT

8.1 FINAL FILTER

According to the selection criteria, we established an equivalence between results in order to compare qualitative and quantitative inputs. Where, 30,000.00 Dols. And 60 points are the higher reachable values. The next figure help us to understand the relationship between both criteria:



Cost	Value
\$ 30,000.00	60
\$ 20,000.00	40
\$ 10,000.00	20
\$ -	0

Our recommendations, based in this last chart, is to maintain a closer look into those companies that can better respond to our needs (red bar) but within a competitive cost (blue line). Those companies according to this study carried by SCI are:

SSAIO Solutions	Despite the relative youth of the company, SSAIO seems to be sufficiently experienced and standardized to perform the required import, warehousing and distribution operations yet offers unmatched flexibility, commitment and valuable up-close approach to their customers. This will prove especially valuable for LW in a launch phase where further adjustments to the commercial and logistics model are expected. Excellent warehouse location. If consulted, they are our choice.
Log & Mex	It is a robust company that can deliver. The flexibility is more limited and the proceeding involving operation and commercial areas show a bit unarticulated. Proven distribution capacity. Excellent warehousing practices and IT. Capable of offering full service. Average warehouse location.
Argo Logistics	Argo has built a strong presence in the 3PL market in Mexico. Operates more than one facility in the city, offers solid material management practices, both for full pallets and case packing. Its safety standards and

	inventory control technologies are world class. We consider it is able to fulfill service levels and serve LW's requirements at a fair price. We believe though, its reaction times will be longer and the service experience more distant. Excellent warehouse location.
--	---

Table 8.1

However, after discussing the importance of some selection criteria such as the capacity to perform picking in a wide range, cost and quality as well as the importance of being able to adapt during the first months of operation, LW strongly believes:

- a) Companies proved to be currently performing picking may be more trustworthy and likely to respond to the emerging needs of detailed sorting
- b) Bigger companies are better able to implement different strategies to meet the changing demands of the start-up
- c) Cost is important but not a defining factor in terms of electing the correct partner. In addition, the negotiations of some rates may occur.

Finally, LW concluded the following as their final candidates:

SSAIO Solutions

Argo Logistica

Tres Guerras

8.1 CLOSING OF THE BID

After selecting the final 3 3PL suppliers to participate in the final selection round, more detailed distribution information was delivered, in order to obtain new estimates to allow better transportation quotes. SCI conducted the quoting process, updating the input data given by the client:

OTHER ASSUMPTIONS		Estimated	Real	Difference
	EXCHANGE RATE	\$15.50	\$16.20	\$00.70
OPERATION	Number of pallets	200	10	-190
OPERATION	Number of days in a month	28	28	0
OPERATION	Number of orders per day	5	1	-4
OPERATION	Number of boxes inspected by month	0	0	0
OPERATION	Number of inbound truckloads x month	4	1	-3
OPERATION	Value of the load (x Truckload)	\$ 55,000.00	\$ 20,100.00	\$ 34,900.00
OPERATION	Value of the Order (Outbond)	\$ 67.00	\$ 4,020.00	\$ 3,350.00
OPERATION	Number of boxes per order	60	10	-50
OPERATION	Number of boxes per pallet	30	30	0
OPERATION	Number of pieces per box	12	12	0
OPERATION	Customer returns	0	0	0
OPERATION	Number of urgent deliveries	0	0	0
OPERATION	Number of labeled boxes	0	0	0
OPERATION	Percentage of picking in boxes	0.2	0.75	0.55
OPERATION	Percentage of picking in pieces	0.8	0.25	-0.55
TRANSPORT	Percentage of domestic deliveries	0.8	0.9	0.1
TRANSPORT	Percentage of foreign deliveries	0.2	0.1	-0.1
TRANSPORT	Zapopan, Jalisco, C.P MX	1	0	1
TRANSPORT	Tlaquepaque, Jalisco MX	1	0	1
TRANSPORT	Aguas Calientes, MX	1	0	1
TRANSPORT	Merida Yucatan MX	1	0	1
TRANSPORT	Ensenada MX	1	0	1
TRANSPORT	Monterrey, N.L. MX	1	0	1
TRANSPORT	Puebla, Puebla	0	1	1
TRANSPORT	Guadalajara, Jalisco	0	1	1

Image 8.2

As it is evident, the new data had relevant differences when compared against initial estimated data. Most suppliers conveyed a negative reaction, leading to:

- a) Loss of available space in facilities,
- b) Loss of previously negotiated rates,

- c) Declining to participate in the bid

Other unwanted effects we faced:

- a) Lack of credibility for the project / company could result in longer response times
- b) Uncertainty of the startup dates

8.1.1 FINAL PROPOSALS FROM SELECTED BIDDERS

Final quoted proposals were turned in, as well as the declined proposal from Argo Logistica, which, after analyzing the real requirements, rejected the invitation to provide the service as their minimum obligatory billing was not reached. The new information from the 2 remaining bidders was forecasted to a monthly operation. According to these numbers, a detailed comparison between bidders per operation was then established and graphed:

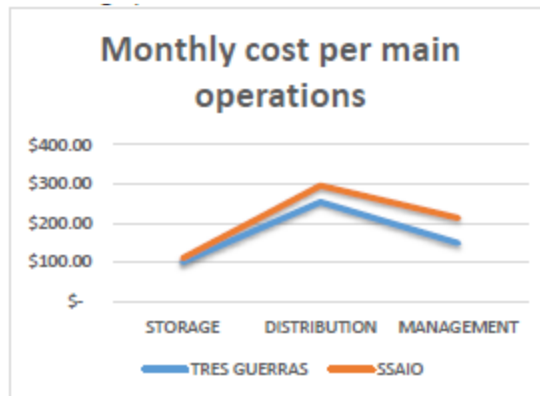


Image 8.3

The distribution of the budget assignment was very similar when not considering imports. Working with a third party company for this activity leads to differences in quoting criteria.

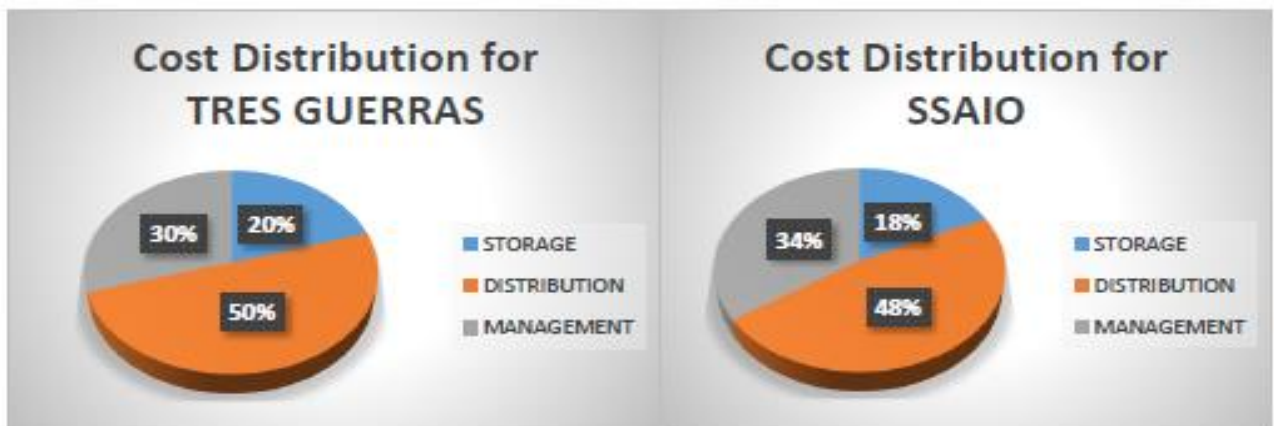


Image 8.4

9 CONCLUSIONS AND RECOMMENDATIONS

After the analysis, we established the attributes and areas of opportunity of each one in order to pick the last one:

TRES GUERRAS	SSAIO
✓ Consolidate large sized company specialized in the transport industry but highly interested in providing all the services of the logistic chain. Experience in integrating all the activities may be slight.	⚠ Small company managed by the owners, who despite their young age, have 8 years of experience in the integration of the logistic chain. Slight risk of losing stability can be anticipated from being an enterprise run only by the owners.
✓ Have strongly improved the transport freights from one proposal to the other	✓ Transport rate still very competitive and flexible
✓ Have been more flexible every time, as long as the project goes on	✓ Seem capable of adapting to different scenarios
⚠ Throughout the process this company has changed the person in charge of the project twice, which leads to some hesitations about the operation of the new storage department	✓ Special attention from the owners, who have been very participative throughout the process, providing on-time information
✓ Freight insurances are less than the 0.10% of the value of the load	⚠ Freight insurances are over de 1%
⚠ Have a rate per processed order	✓ Have no freight for processed order
✓ The picking cost is competitive but they did not perform this type of operation before	⚠ The rate for picking can be quite significant but they are aware about the real cost of sorting products. Have experience in this process
⚠ The high cost for foreign transport is due to the utilization of dedicated trucks	✓ Very competitive foreign transport rate per box
⚠ Imports are handled by a third party company, so rates and general information concerning this matter may become delicate	⚠ Imports are handled by a small third party company, which represents a risk in service level and professionalism. Rates were given by specific activity, so the total cost may vary according to every situation

Table 9.1

Finally, after completing the selection process, it is important to realize the great commitment from both bidders to solve various complications concerning the project delays, several information requests, data updates, and to be flexible in order to meet the Clients' requirements. Ultimately, it is for LW to decide which provider will best fit its growing needs under a scheme in which both can mature and grow together as LW business grows in Mexico. It will be vital for LW to trust the selected provider both in commercial practices and which product integrity and customer care.

The endeavor to select a 3PL supplier was extremely complex for a world-class company choosing to extend its distribution for the first time over the border. In this sense, it is extremely valuable the validation of the selection processes and procedures, as well as the general bid following-up. Having all the information compiled and presented as for analysis will be needed in order to select one final provider.

Surely this was not just choosing someone who is going to be subcontracted to carry out a service, but rather choosing a business partner with whom strategies and plans for achieving client satisfaction are planned and executed. This strategic partner should be governed by the basic principles of honesty and ethics, agility and receptivity to market responses, and be in all purposes a facilitator for the client. LW decided this partner to be **SSAIO SOLUTIONS**.

LW is a company with over a hundred years in the market, whose leadership in the American market can currently support operations into other countries. However, this will not be possible without the support of a 3PL supplier who will be able to respond according to LW's expectations and requirements in such a challenging phase that implies a successful market entry. The selected 3PL will be accountable for client satisfaction, be able to convey the same client experience as in the US and possess the ability to adapt to new conditions as LW understands Mexico's particularities.

ANNEX 1.

REQUIREMENTS DOCUMENT DRAFT

	Specific requirements	Detailed information		Complementary Information
OPERATIONS	Mixed schedule	Working hours: 7:00 to 15:00 or 8:00 to 16:00	3PL	
	Week days	Working weekdays: Mo thru Sat	3PL	
	Product catalogue scope	150 to 200 SKUs	LW	
		No cold chain, hazardous materials	LW	
		No expiration dates or serial numbers	LW	no tracking necessary
	Inbound shipment planning	Monthly plan, updated weekly	LW	
	Inbound shipment control	Shipment status will be monitored by LW/carrier Carrier will notify exceptions LW/carrier will execute exception follow-up	LW	
		Communicate missed appointments	3PL	
	Materials receipt	10 truckloads per week or less unloaded at facility Loads will be palletized 23 Kgs per package / carton Shipper printed and mailed will arrive with every truckload	3PL	2-4 per week 53 ft. Long 26 pallets x truck 30 packages x pallet 1000 units x pallet
	Inbound inspection	Count sealed cases Count pieces on open cases	3PL	
	Receipt completion	Over, Short, Damaged e-mail with evidence Daily receipts summary by e-mail Pallets need not be returned to LW	3PL	
	Inventory management	Daily kardex balance by e-mail Weekly physical counts report Weekly slow movers and obsoletes report	3PL	Audit every year
	Order collection and planning	Daily orders by e-mail Packaging and labeling specifications	LW	
		Warehouse order cycle time must be under 48 hours	3PL	
Order picking	1-5 orders / 50-250 lines / 10-50 cartons / 500 - 2500 pcs per day Orders will be picked at facility Orders will be packed, picked, labeled and stretch wrapped Orders and picked products will be scanned as error-proof	3PL	24 pzs x box, 500-1400 pieces per day	
Billing	Directly through LW	LW		

	Specific requirements	Detailed information		Complementary Information
OPERATIONS	Order delivery	Owned transports or subcontracted LTL and parcel service contracting Single route for multiple drop spots when possible Carrier database changes by e-mail	3PL	
		Delivery during working hours Delivery during working days Pickup at facility available LTL and parcel delivery to client available 10 - 25 destinations Delivery status will be monitored by 3PL 3PL will execute exception follow-up Daily facility pickup report by e-mail Daily route delivery report by e-mail Daily exceptions report by e-mail	3PL	85% in metropolitan area
		Delivery cost control	3PL	
	Proof of collection and delivery	Paper based Daily scanned POD package by e-mail	3PL	
	Returns consolidation / processing / procedures	Equivalent to 5% of orders Will be physically received at facility Will require basic sorting at facility Sorted returns will re-enter product inventory	3PL	
		Returns policies and criteria	LW	
	Damaged goods	Will require basic sorting at facility Daily damaged goods report by e-mail	3PL	
		Damaged goods disposal procedure and authorization	LW	
GROWTH STRATEGY	Coverage	No presence outside México region required	3PL	
	Location	México DF and Estado de México	3PL	
	Language	Requires English communications skills	3PL	
	Capability to expand the drop spots or locations	Starting out with 10-25	3PL	
	Capability to expand the range of products	Starting out with 150-200 (up to 250)	3PL	
	Local sourcing for packaging materials	Cartons and Labels sourcing would be compared against LW's current US suppliers	LW	
	Growth expectations	5% per year	LW	

	Specific requirements	Detailed information		Complementary Information
INFRASTRUCTURE	Facility location	Inside industrial park not required On main transit line not required	3PL	
	Facility attributes	Standard docks with leveling desirable Dock seal desirable If no standard dock or seal available, canopy required or full truck access to facility No lighting specification No floor specification No ventilation specification No temperature control specification No humidity control specification No special fireproof measures required No minimum storage density required No special accessibility requirements No special telecom requirements No waiting room for truck drivers required No	3PL	
	Storage capacity	200-400 - with 4 surges approx. No exposure to heat, humidity or light sources	3PL	surges: March/April, Jun/Jul, Nov/Dec
	Equipment	By 3PL as required	3PL	
	Vehicles for delivery	Desirable	3PL	
	Computer equipment	By 3PL as required	3PL	
	Internet connection	Required	3PL	
	Information technologies	No access to LW's ERP required No WMS required though daily kardex is required No interfaces required No EDI mailbox required Barcode scanning for outbound product required No special broadband requirements No VOIP required No satellite monitoring or GPS for delivery vehicles	3PL	
	Other facilities	By 3PL as required	3PL	
		Packing	3PL	Size C, 44, Standard corrugated box, wrapped in paper new clean paper.

	Specific requirements	Detailed information		Complementary Information
COMERCIAL	Contract duration	Initially 6 - 12 month Contract duration open to discussion	LW	at least 12 months
	Contract terms	LW will present proposal Contract terms open to discussion	LW	
	Contract language	Base contract in English	LW	
		Will translate to Spanish	LW	but not for legal purposes
		Will be signed off in both languages after discussion	3PL	
	KPIs	Will propose KPIs and target KPIs open to discussion	LW	
		Monthly operations report and summary Monthly exceptions report	3PL	
	Penalties	Low service level Low record accuracy Damaged goods	LW	Threshold to be defined
	3PL service payment frequency	Monthly, payable within the next 5 days	LW	30 days
	3PL service renewal	No automatic renewal	LW	
	3PL service currency	Dollars	LW	
	Customer credit	No	LW	
	Customer billing	Directly through LW	LW	
	Customer payment collection	Directly through LW	LW	
Customer transaction currency	Dollars	LW		
COMPLIANCE	Labor	Complies with national labor regulations like IMSS, STPS	3PL	
	Safety	Complies with national safety regulations of STPS and protección civil	3PL	
	Quality	Not required	3PL	
	Food	Not required	3PL	
	Environment	Not required	3PL	
	Social responsibility	Not required	3PL	
	Freight insurance	Product safeguard guarantee in facility and delivery Loss or spoilage coverage	3PL	

Table 4.1

ANNEX 2.**FORMATO DE PROSPECCIÓN DE 3 PL**

Este formato es vital para la primera fase de selección. Nos aclara información importante sobre su empresa.

***Obligatorio**

RAZON SOCIAL ***NOMBRE COMERCIAL**

En caso de ser diferente a la Razon Social

NOMBRE DEL REPRESENTANTE LEGAL ***DATOS DE CONTACTO ASIGNADO PARA ESTE PROYECTO ***

Nombre y apellidos / cargo/ correo electrónico /teléfono directo

UBICACIÓN DE OFICINAS PRICIPALES ***UBICACION DE CENTRO DE DISTRIBUCION DISPONIBLE PARA ESTE PROYECTO**

En caso de ser diferente a la ubicación de oficinas principales. Si existen varios posibles, informar.

TIPO DE INSTALACIONES *

Del Centro de distribución disponible para este Proyecto

- Propias
 Rentadas
 Subarrendadas
 Otros:

LINEAS DE NEGOCIOS QUE ATIENDEN *

- ALMACENAJE
 DISTRIBUCION
 IMPORTACIÓN / EXPORTACIÓN
 CONSULTORIA
 Otros:

INFRAESTRUCTURA *

Área TOTAL del centro de distribución que estará asignado para este Proyecto

REPRESENTACIÓN *

Cuantas personas en total integran su plantilla laboral en el país

	0-3	4-10	MAS DE 10
AREA DE OPERACIONES / DISTRIBUCION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AREA COMERCIAL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AREA DE TRANSPORTE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AREA DE CAPACITACION / IMPLEMENTACION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AREA ADMINISTRATIVA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TIPO DE TECNOLOGÍA PARA ADMINISTRACIÓN DE INVENTARIOS *

- WMS
 CODIGO DE BARRAS
 Otros:

COTIZA EN BOLSA?

CUENTA CON ALGÚN ERP? *
Especificar Nombre y versión

PLATAFORMA TECNOLÓGICA

MICROSOFT
 OPEN SYSTEM
 Otros:

EQUIPOS DISPONIBLES

PCs
 SERVIDORES
 IMPRESORAS DE CÓDIGO DE BARRAS
 IMPRESORAS DE ESCRITORIO
 SCANNERS DE CÓDIGO DE BARRAS
 MONTACARGAS ELÉCTRICOS
 Opción 7

INTERNET DISPONIBLE? *
Especificar velocidad y proveedor

CUENTA CON CALL CENTER? *

CUALIDADES DEL SOPORTE

24X7 SIEMPRE DISPONIBLE
 SOPORTE BILINGÜE
 HORARIO DE OFICINA ÚNICAMENTE

NOMBRE DE QUIEN ALIMENTA ESTE FORMULARIO
Muchas gracias por su cooperación!!

Nunca envíes contraseñas a través de Formularios de Google.

ANNEX 3.

The following non-disclosure Agreement was accepted by nineteen of the bidders The agreement body quoted:

This document contains confidential information, which has been developed exclusively for evaluation purposes. The information shall not be published or used for any other purpose unless it has the express prior written consent of the Project Leader of SCI. The delivery of this RFP does not commit SCI customer or end the recruitment of bidders, nor does it constitute a contractual relationship. The Bidder agrees not to make any public announcement or dissemination of information relating to this document or direct or indirect initiative.

1.1.1 Confidentiality of information This RFP, data and associated information and evaluation of SCI and the services offered will be considered intellectual property and confidential information of SCI. Such information will be treated in accordance with the terms and conditions of the applicable confidentiality agreement between SCI and the Bidder. This agreement is a prerequisite for the receipt of this document. The total or partial reproduction of this document by any means is allowed only for the purpose of preparing the response to this request. If the bidder chooses not to answer the RFP or is discarded in writing of the evaluation process, the Bidder undertakes to destroy sensitive information and intellectual property of SCI and any other document, information or communication relating to confidential information and SCI intellectual property or its customers. The Bidder shall not share this partial document or completely out of its own subsidiaries and / or Subcontractors or those not directly involved in preparing the response to this request, subject to the Confidentiality Agreement and the requirements of use of subcontractors. The Bidder shall submit with its proposal a list of all third parties involved. In addition, it requires that any Bidder and Subcontractor keep the contents of the proposal confidential. SCI will not provide copies or extracts of the proposal to any Bidder.

1.1.2 Terms and conditions. The proposals must have a validity period of nine (9) calendar months from the date of delivery in response to this requirement. The contents of any proposal submitted by the bidder will be considered as an offer to be eligible for inclusion in the contract procurement service.

1.1.1 Costs incurred by the Bidder. The Bidder is responsible for all costs of preparation, presentation and delivery, as well as any previous or subsequent activity associated with the bidding process, including the evaluation of the proposal, the Bidder presentations, attending meetings, contract negotiations, whether SCI or the client, decides to incorporate or not a service agreement with the Bidder. Using Subcontractors

1.1.2 Bidders are invited to respond with an offer to perform the services that SCI described herein. Subject to the conditions of the Confidentiality Agreement, the Bidder may propose the use of one or more subcontractors to offer all the services described. Any prospective subcontractor other than a wholly owned subsidiary of the Bidder shall be bound by these conditions. The conditions for proposing the use of subcontractors include, but are not limited to, the following:

1. If it is selected, the bidder shall be the main contact for any future Agreement on Services. The Bidder shall be ultimately responsible for compliance and delivery of all Services, Service Level and inclusion Subcontractor costs to prices and billing Bidder.
2. Prior to any communication or distribution of confidential information to potential Subcontractor, the Bidder shall have a confidentiality agreement with it; which must be at least as restrictive and binding as held between SCI and the Bidder.

Do you accept the terms and conditions of confidentiality of this document?

Date	Accept terms and conditions	Company	Legal representant
2/24/2015 9:15:45	SI	LOGISTICA DEL MAYAB SA DE CV	
2/24/2015 14:11:34	SI	LOG&MEX	
2/24/2015 15:07:17	SI	LOGYMEX	
2/24/2015 16:28:53	SI	Onest Logistics SA de CV	
2/24/2015 19:23:48	SI	SSAIO LOGISTICS, SA DE CV	
2/26/2015 8:39:29	SI	Stars Logistics	
2/26/2015 8:40:16	SI	Stars Logistics	
2/26/2015 9:05:21	SI	GP COOLER LOGISTICS S DE RL DE CV	
2/27/2015 16:39:45	SI	ACCEL LOGISTICA	
3/2/2015 13:27:07	SI	Grupo Sid	
3/3/2015 11:00:15	SI	AUTOTRANSPORTES DE CARGA TRESGUERRAS, SA DE CV	
3/3/2015 12:51:33	SI	CONSULTORIA Y LOGISTICA JURAMA, S.A. DE C.V.	
3/3/2015 17:15:41	SI	Distribución y Almacenaje Argo S. A. de C. V.	
3/9/2015 12:15:06	SI	TFT LOGISTICA	
3/12/2015 9:21:56	SI	STARS LOGISTICS	
3/13/2015 13:57:16	SI	ALGEBASA	
3/18/2015 22:54:04	SI	B ADMINISTRACION DE TRANSPORTE	
3/26/2015 22:05:03	SI	UPS DE MEXICO	
3/30/2015 20:45:23	SI	Logistica Alfin SA de CV	
3/31/2015 18:36:46	SI	TMM ALMACENADORA, S.A.P.I. DE C.V.	

ANNEX 4.

Serviempresariales Inteligentes de Mexico

Offered Services

★★★★

- ✓ 26 years of experience in load transport industry
- ✓ 80 established outsourced distribution routes in metropolitan area
- ✓ Guarded warehouse / bulletproof / CCTV / Access restricted
- ✓ Loading consolidation available
- ✓ English communication skills
- ✓ Import / export services available
- ✓ Minimum percentage of delivery efficiency of 98%
- ✓ Coverage in 60 cities





Log Mex	Accessible
Organizational Structure	Flexible Efficient Customer oriented
Commitment	Continuous interest Concerned about deadlines
Availability	Easy to contact by mail Easy to contact by phone




Hi Tech

Industrial

Food and drinks

Almacenaje y distribucion Avior



Offered Services



- ✓ 37 years of experience in Mexican market
- ✓ Developed strategic alliances with global and local companies to support operations and infrastructure
- ✓ Concern about sustainability
- ✓ "In House" Hi-tech solutions
- ✓ Guarantee that their clients reach their objectives of growth and profitability through logistic solutions, based in the latest innovation and technology
- ✓ Several warehouses within the country

Grupo Sid	
Organizational Structure	<ul style="list-style-type: none"> Accessible Flexible Efficient Customer oriented
Commitment	<ul style="list-style-type: none"> Continuous interest Concerned about deadlines
Availability	<ul style="list-style-type: none"> Easy to contact by mail Easy to contact by phone



- Textile
- Hi Tech
- Industrial
- Health Care
- Food and drinks



Autotransportes de Carga



Tresguerras

Offered Services



- ✓ 80 years of experience in load transport industry
- ✓ Tracking shipments by phone and extranet – App IOS and Android
- ✓ Digital reports by mail to detail the shipments
- ✓ 48 cargo terminals and 8 storing warehouses along the Mexican territory
- ✓ ISO9001 in every step of their processes
- ✓ Do not required any outsourced service
- ✓ Loading consolidation parcel available

Tres Guerras	
Organizational Structure	<ul style="list-style-type: none"> Accessible Flexible Efficient Customer oriented
Commitment	<ul style="list-style-type: none"> Continuous interest Concerned about deadlines
Availability	<ul style="list-style-type: none"> Easy to contact by mail Easy to contact by phone



- Construction
- Textile
- Agro Industries
- Hi Tech
- Industrial
- Automotive
- Health Care
- Food and drinks



Argo Logistica



Offered Services



- ✓ 25 years of experience in load transport industry
- ✓ Innovative storage systems
- ✓ Guarded warehouse in Industrial Park / CCTV 24 hours
- ✓ Loading consolidation / LTL available
- ✓ "In House" technology

Argo Logistics

Organizational Structure	<ul style="list-style-type: none"> Accesible Flexible Efficient Customer oriented
Commitment	<ul style="list-style-type: none"> Continous interest Concerned about deadlines
Availability	<ul style="list-style-type: none"> Easy to contact by mail Easy to contact by phone

- Agro Industries
- Hi Tech
- Industrial
- Automotive
- Health Care
- Food and drinks

SSAIO Solutions



Offered Services



- ✓ 8 years of experience in load transport industry
- ✓ Guarded warehouse / CCTV / smoke alarms

SSAIO Logistics

Organizational Structure	<ul style="list-style-type: none"> Accesible Flexible Efficient Customer oriented
Commitment	<ul style="list-style-type: none"> Continous interest Concerned about deadlines
Availability	<ul style="list-style-type: none"> Easy to contact by mail Easy to contact by phone

- Construction
- Textile
- Agro Industries
- Hi Tech
- Industrial
- Health Care
- Food and drinks



Almacenes Generales del Bajío



Offered Services



- ✓ 25 years of experience in load transport industry
- ✓ Guarded warehouse/CCTV / biometric access control
- ✓ Wide network of strategic alliances with Customs Agents, Carriers, Foreign Trade Advisors in order to efficiently integrate any supply chain.
- ✓ Contents insurance coverage: hydro meteorological hazards and fires on the value of inventory
- ✓ ISO9001 in warehousing
- ✓ 9 warehouses with in the country

Algebasa	
Organizational	Accesible
Structure	Flexible
	Efficient
	Customer oriented
Commitment	Continous interest
	Concerned about deadlines
Availability	Easy to contact by mail
	Easy to contact by phone



- Construction
- Textile
- Hi Tech
- Industrial
- Automotive

