

Collaborative Relationships between Humanitarian Organisations and Logistics Service Providers: Current Practice and Future Opportunities

Afshin Mansouri
Professor of Operations and Supply Chain Management
Brunel University London, UK

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Motivation

- There are examples of successful collaborations between HO and LSPs such as:
- TNT and WFP
- UPS and Red Cross
- DHL and UN
- ...but not as wide as one would expect!
- Key question: why is it the case and how HO-LSP collaborations can be improved?

TNT And WFP Celebrate 10 Years Of Partnership

12 September 2012

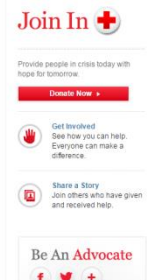
WFP's partnership with transport and logistics giant TNT was the UN agency's first ever hook-up with the private sector. It paved the way for a series of partnerships which have helped WFP improve the way it carries out its humanitarian mission. Partnership manager Anne Kohli looks back on the 10 years of this landmark partnership.



A TNT plane is loaded with WFP food assistance at the Un Humanitarian Response Depot in Brindisi, Italy. Copyright: WFP/Rein Skullerud

ROME -- A ten year collaboration is something to celebrate, especially when this first ever WFP private partnership opened the door to cooperating with the private sector and finding innovative solutions. It

UPS Problem Solver Puts Expertise to Work for Red Cross





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Istanbul Bonn 05/23/2016

Press Release

United Nations and Deutsche Post DHL Group showcase how public-private partnerships make a difference in humanitarian action

- New publication reveals that the private sector is becoming an important partner to the United Nations in disaster risk reduction, emergency preparedness, response and recovery
- Case studies such as Deutsche Post DHL Group's Disaster Response program GoHelp show which key factors are critical for a successful public-private partnership



Over ten years ago, Deutsche Post DHL Group joined forces with the UN to help improve disaster management.

Deutsche Post DHL Group and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) have issued a publication - Combining Capabilities - which

Press

- Press Releases
- Press Archive 2016
- Press Archive 2015
- Press Archive 2014
- Press Archive 2013
- Press Archive 2012
- Press Archive 2011
- Press Archive 2010
- Press Archive 2009

Objectives

- O1: to explore drivers and barriers for collaboration between LSPs and HOs;
- O2: to develop a better understanding of the services and disaster phases that are more attractive for HO-LSP collaboration; and
- O3: to make suggestions to improve collaborative partnerships between LSPs and HOs using OR/MS methodologies.

The main source

JHLSCM
6,2

118

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Collaborative relationships between logistics service providers and humanitarian organizations during disaster relief operations

Jennifer Bealt, Jair Camilo Fernández Barrera and
S. Afshin Mansouri

Brunel Business School, Brunel University London, Uxbridge, UK

Abstract

Purpose – The purpose of this paper is to explore barriers and benefits of establishing relationships between humanitarian organizations (HOs) and logistics service providers (LSPs) in order to improve humanitarian disaster relief operations (DROs). The perceptions of a variety of actors are explored to determine key factors which influence collaboration.

Design/methodology/approach – This study comprises of qualitative and quantitative methodological approaches. A comprehensive literature review was undertaken alongside an online survey with a variety of respondents. Descriptive statistics, data visualization and qualitative data analysis were implemented to analyse survey results. A follow-up survey and interviews with LSPs validated the results.

Findings – The research presents the opinions of a variety of actors involved in DROs and reveals barriers which affect HO/LSP collaboration. Explanations for these barriers and possible solutions to mitigate them are disclosed. The findings also uncover gaps between research and practice; providing new insights into behaviour in the humanitarian field.

Practical implications – The authors provide an in-depth understanding of the barriers and challenges faced in this field and suggest a reevaluation of corporate decision making in order to increase trust between LSPs and HOs. The authors identify future research topics including the impact of donors and military organizations on HO decision making, and analysis of variables which may affect the formation of collaborative partnerships.

Originality/value – The authors introduce a unique empirical insight into the perspectives of HOs, LSPs and academics and offers suggestions for mitigating the numerous barriers associated with successful collaborative partnerships between HOs and LSPs.

Keywords Humanitarian logistics, Disaster relief operations,
Supply chain management in disaster relief, Logistics service providers

Paper type Research paper

Jennifer Bealt, PhD,



Research Associate,
Humanitarian and Conflict Research Institute,
The University of Manchester, UK

Camilo Fernandez, MSc,



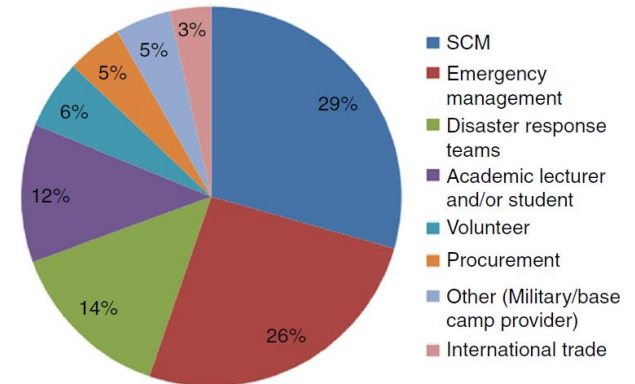
SVC Parts & Logistics Supervisor,
Samsung Electronics, Columbia

Key literature

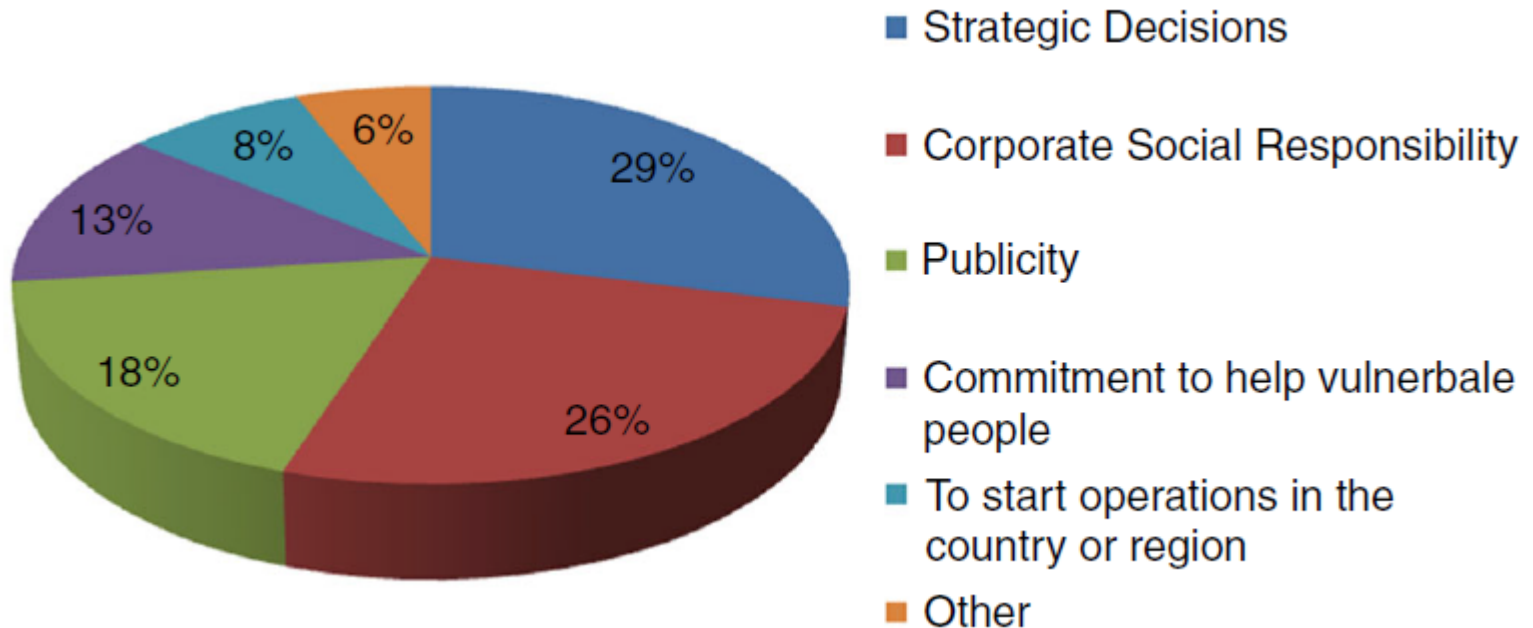
- **LSPs role in DRO:** e.g. Hertz and Alfredsson (2003)
- **Motivations for corporate LSP engagement in DROs:** e.g. Johnson et al. (2010); Rieth (2009)
- **Challenges and barriers to the formation of effective HO-LSP partnerships:** e.g. Gonçalves (2011); Blecken (2010), Tatham and Spens (2011); Christopher and Tatham (2011); Kovács and Spens (2007, 2011); Argollo et al. (2012); Hingley et al. (2011); Schulz and Heigh (2009); Sohrabpour et al., (2012).
- **Successful LSP-HO collaborations:** e.g. Demirovic and Brunet (2012).

Research methodology

- Mixed method comprising of quantitative and qualitative methods
- Literature review to understand research context and questionnaire design
- Online survey (multiple choice and open ended questions):
 - 15 LinkedIn groups
 - Purposive sampling targeting 169 individuals identified through online discussions
 - 85 responses (50.3% response rate)
- Post analysis validity check
 - 28 responses to online invitations on LinkedIn and Twitter
 - 2 interviews

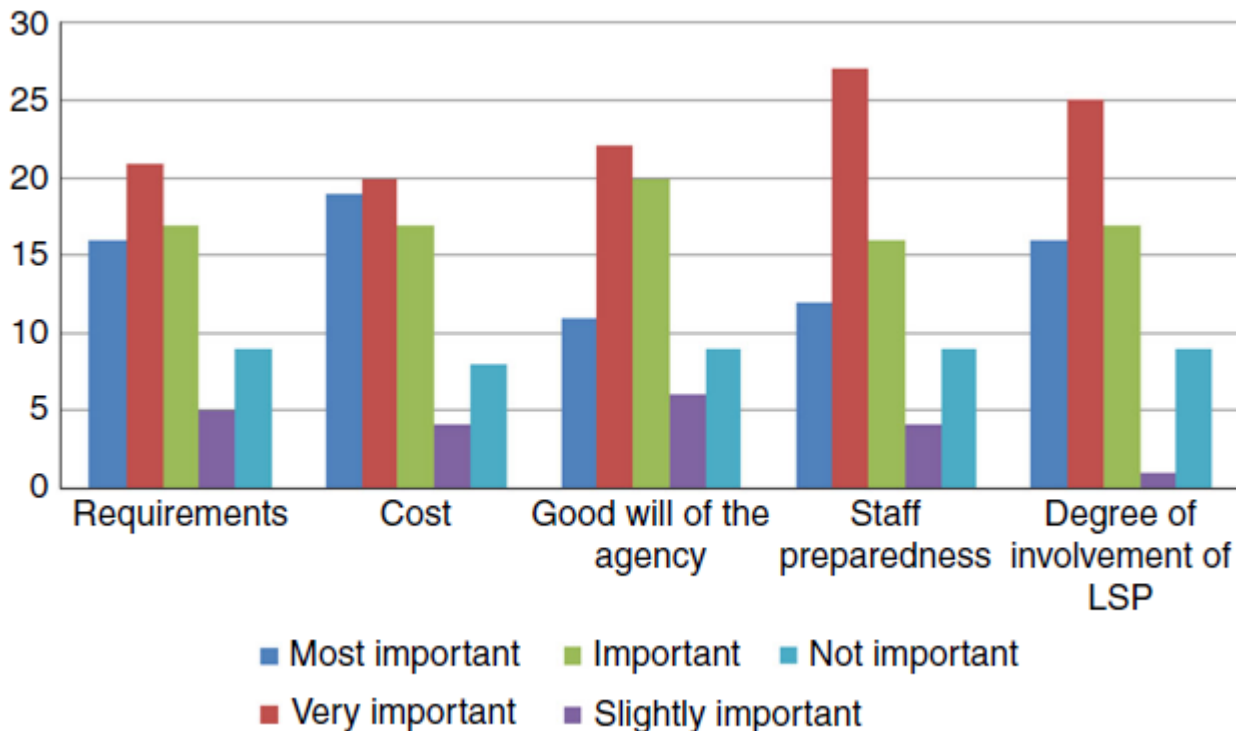


Motivations for collaboration



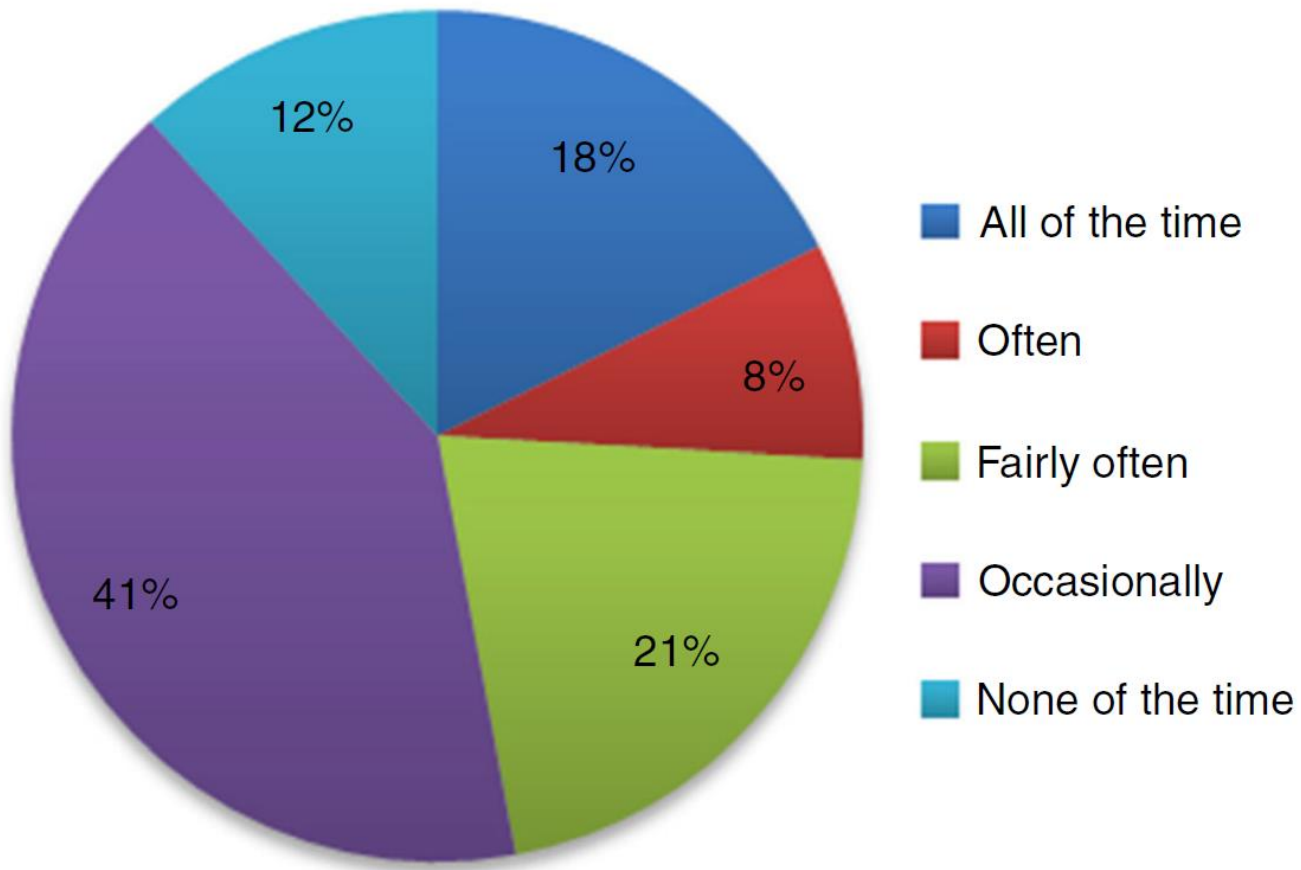
Barriers of collaboration

- 58% of participants reported establishing successful relationships, while 42% did not. Below are the main reasons by these 42% of respondents:

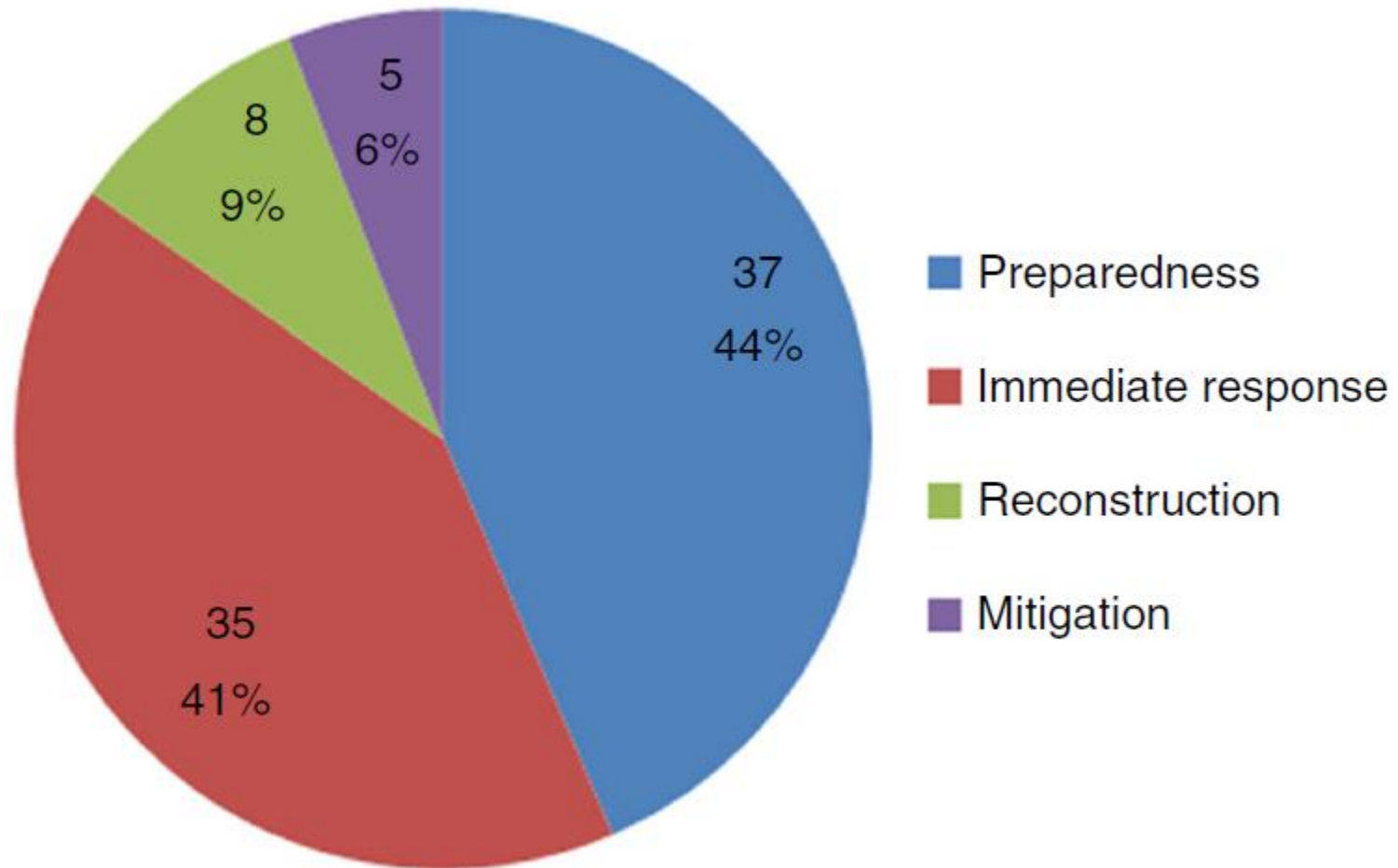


Collaborations before a disaster

- HO sourcing preparation



Appropriate phase for collaboration



From HO perspective

- Collaboration with LSPs:

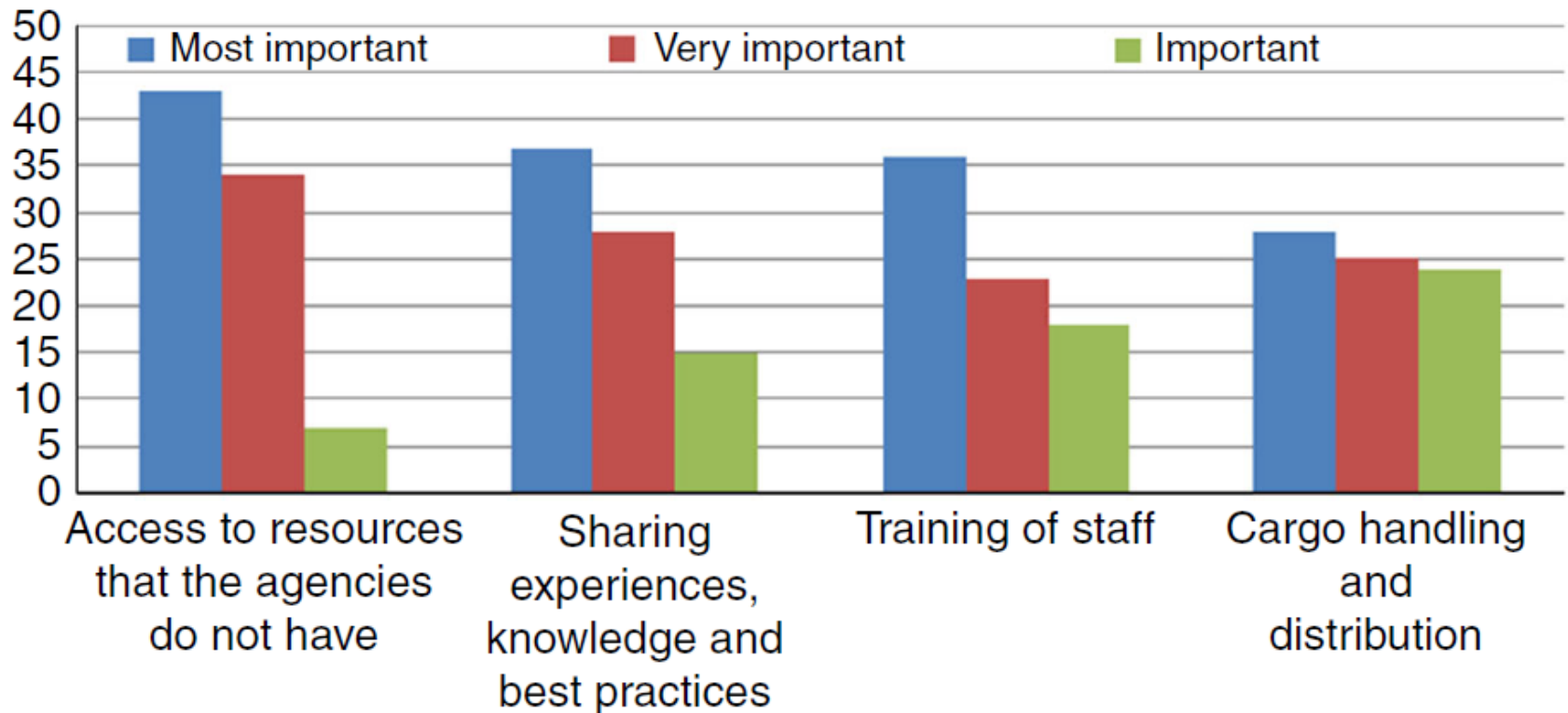
Offer flexibility and easy management when most needed (Participant 49).

(I think they are well trained and have expertise (Participant 55).

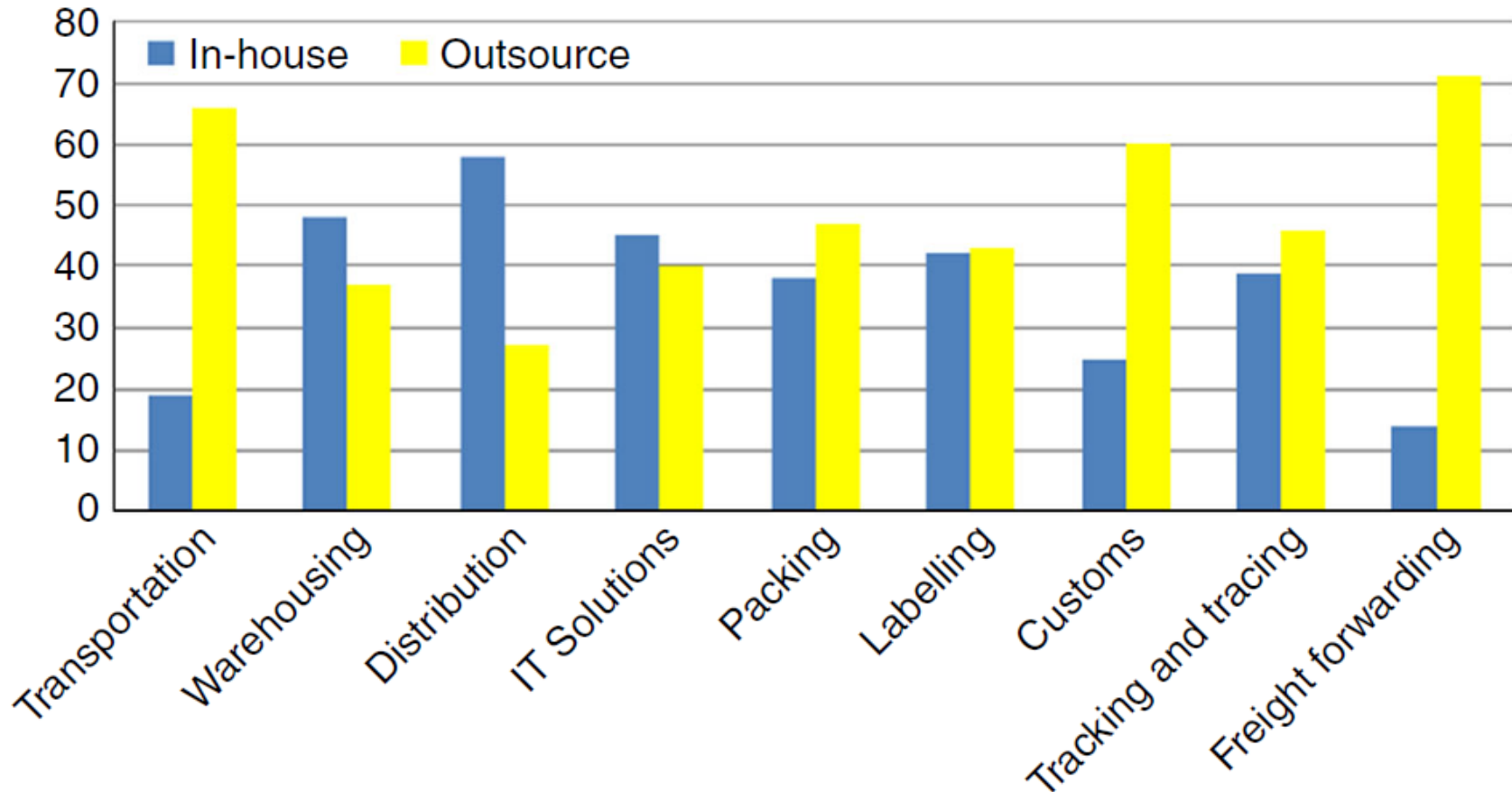
(From personal experience, I believe they are capable of performing well in disaster relief through their wide and efficient network (Participant 39).

The two challenges are for them [LSPs] to learn our context and adapt to it, and on the other hand for the [humanitarian] industry to evolve to better accommodate and interact with their processes, tools, approach & methods. Unfortunately they [LSPs] learn faster than we [HOs] are evolving (Participant 48).

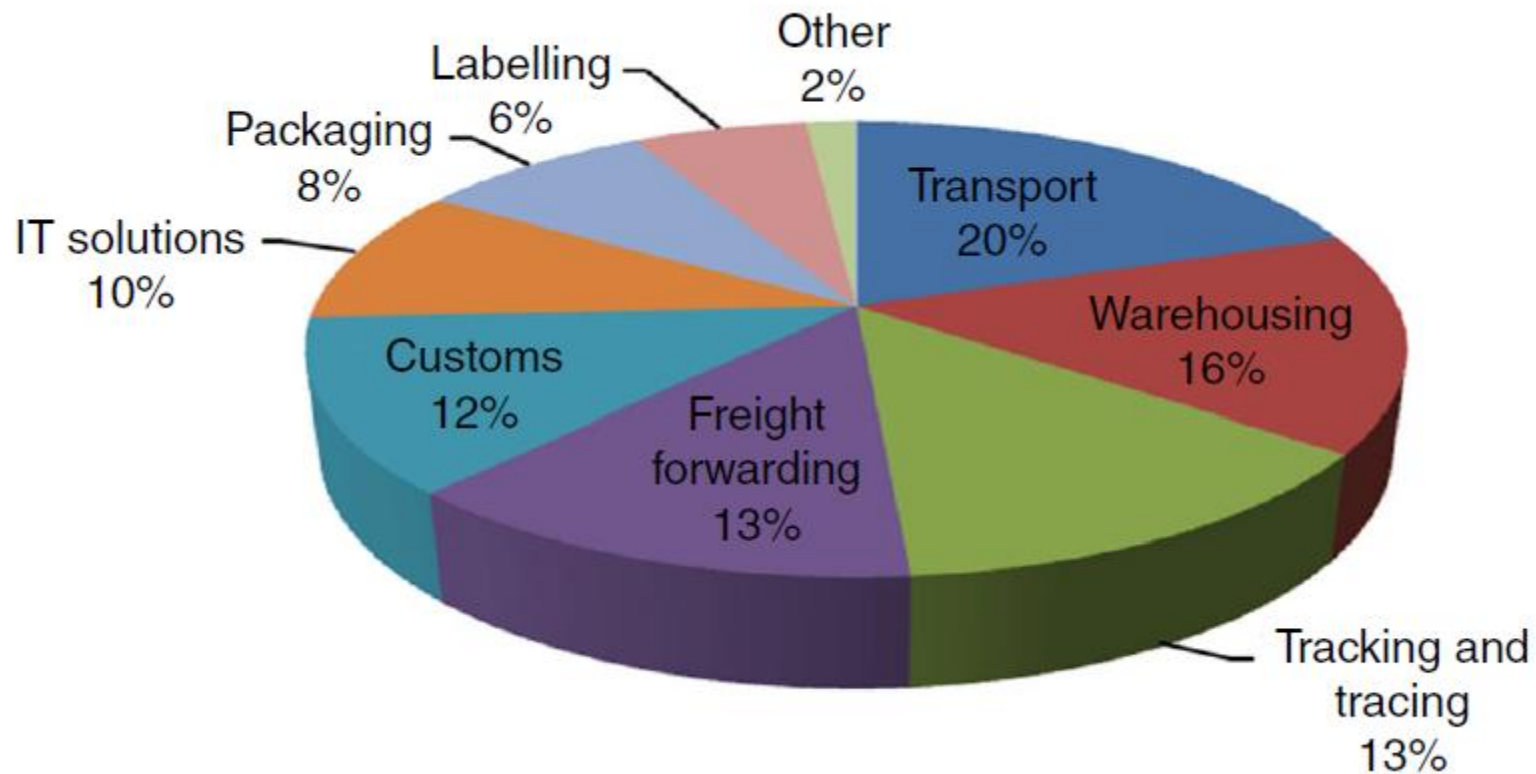
Drivers of collaboration from HO perspective



Which services to outsource to LSPs?



Services to improve performance of HOs

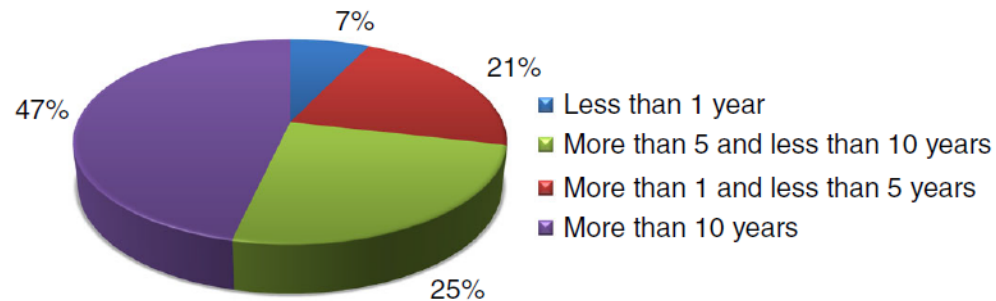


Validation of results from LSP perspective

- Through an online survey and follow-up interviews, views of LSPs were sought regarding the following statements:

- S1: the most common services that LSPs provide to HOs are: freight forwarding, transportation and customs;
- S2: services such as packaging, labelling and IT in DROs are not commonly outsourced by HOs to LSPs;
- S3: LSP services are more needed in the preparedness phase of a disaster (before a disaster) compared to the response phase (immediately after a disaster);
- S4: the high cost of LSP services is the main barrier for HOs when seeking collaboration from LSPs; and
- S5: the main reasons for LSPs to collaborate with HOs in DROs are: strategic business objectives, CSR, and publicity.

- 28 responses from LSP participants on LinkedIn and Twitter



After the Mocoa landslide in Columbia 01 April 2017
<https://www.theguardian.com/world/2017/apr/01/columbia-landslide-mocoa-putumayo-heavy-rains> It
 took Samsung 18 days to be allowed to send relief
 equipment including refrigerators, only after the
 president himself got involved in the relief operation
 and stayed 5 days in the disaster area

ities

Li... during... Indian Ocean... and New Year's season) → LSPs have
 bargaining power, OR/MS methodologies
 such as contract design and incentive
 mechanisms may work

LL: Low supply; Low demand → Can
 collaboration take place?

HL: High... seasons, ... project) →
 OR/MS m... design for...
 optimisat... prepositio

Bogotá, abril 18, 2017
 Finalizada la fase de respuesta empezamos la
 estabilización y la recuperación



Luego de 18 días de atención a la emergencia
 en Mocoa, el Presidente de la República, Juan
 Manuel Santos Calderón, tras el Consejo de
 Ministros que se llevó a cabo en este
 municipio de Putumayo, anunció que en "Un
 periodo de tiempo muy corto se dio la

Supply (by LSPs)

Conclusion

- HOs and LSPs have different expectations from collaboration hence finding a common ground for win-win relationships is challenging
- Both HOs and LSPs believe that collaboration is equally important in preparedness as well as response phase
- OR/MS methodologies seem to be more promising when one side has bargaining power over the other side – LL and HH collaborations either won't happen or tend to happen naturally!

Thanks for your attention 😊

Comments, questions?