

# Yiliu Tech Case (A) (B): Exploring Logistics Transparency

## Case Synopsis

The case series consists of both (A) and (B) cases, which focus on decision-making optimization and service innovation business models related to logistics and big data. Case (A)—standing in the present and looking into the past—is a descriptive one, which mainly represents the service platform of fourth-party logistics, and is targeted at the main progress of the past 12 years made by Yiliu Technology Co., Ltd. (hereinafter referred to as Yiliu Tech). It starts with Yiliu Tech collecting physical data and business process data via various software and hardware technologies. Then, through the analysis and application of logistics big data in different areas, Yiliu Tech provides innovative data-based services including user portraits, intelligent loading and scheduling, route optimization, and logistics finance to logistics companies, carriers/fleets, drivers, and other participants on the platform.

Case (B), as a decision-making case of “standing in the present and looking into the future,” mainly describes how Yiliu Tech might choose to innovate in its service or business model to serve more stakeholders in the logistics ecosystem in the face of the transformation and upgrading of China’s logistics industry, and the strategic investment from Cainiao Network. Faced with the four possible development directions proposed in the case, what should Yiliu Tech choose and how can it implement its choice?

## Teaching Objectives

The teaching objectives of the case series are as follows:

Students will be able to understand the following knowledge points via the case study and discussion:

1. To understand both the development and policy trend of the transformation and upgrading of China’s logistics industry;
2. To become familiar with new technologies, logistics services, and business models under the new trends, as well as the key resources and capabilities behind these innovations;
3. To understand the main types and sources of logistics big data;
4. To understand the typical optimization scenarios in logistics decision making, as well as the value and implementation of such optimizations;
5. To understand how to design innovative services for participants in a logistics ecosystem

based on technological applications, optimizations, and collaborative innovations.

Students may also enhance the following capabilities:

1. To think and solve problems independently;
2. To search for and organize materials on the detailed questions through a deep analysis;
3. To practically analyze complex business situations;
4. To communicate with others and cultivate a spirit of teamwork through group discussion of the case questions;

## **Pre-class Questions**

1. What is the importance of logistics transparency? What are the basic characteristics of logistics transparency 1.0, 2.0, and 3.0?
2. What is the relationship between logistics transparency and logistics big data? How can Yiliu Tech use big data to optimize decision making in logistics?
3. How can Yiliu Tech design and promote innovative services with the application of technology and big data in practicing logistics transparency?
4. How should Yiliu Tech develop in the new environment? What strategies and business models should be adopted?