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## Design of hybrid multimodal logistic hub network with postponement strategy

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Abstract. This paper suggests a method allowing to design a hybrid logistic hub network in the context of mass customization, postponement being performed in hubs having industrial capabilities in addition to logistic ones. We propose a two-stage mathematical mixed integer linear programming model for:

1) logistic hub network design 2) postponement location in the designed network. The suggested model manages characteristics not yet taken into account simultaneously in the literature: hierarchical logistic structure, postponement strategy, multi-commodity, multi-packaging of goods (raw materials or components vs. final products), multi-period planning. The solutions are compared through service level and logistic costs.

**Keywords:** hybrid logistic hub, postponement, mass customization, service level, hierarchical logistic structure, multi-period, multi-commodity.

#### 1 Introduction

The implementation of networks of logistic hubs usually allows to decrease transportation costs and delivery delays in comparison with direct source/destination transportation [1]. Within logistic hubs, material flows coming from different origins are sorted, consolidated according to their destination then transported using unimodal or multimodal transport. Two families of hubs can be distinguished: pure logistic hubs, providing standard logistic services (warehousing, inventory management, packaging, labeling, orders preparation or cross-docking, sorting and transport /distribution) and combined logistic / industrial hubs, offering high added-value services on logistics (such as co-packing) and/or industrial functionalities allowing the final customization of the product.

Late customization of products (often called "postponement") was considered for many years by some industries such as computers, printers, medical products and fertilizers [2]. Pushing this logic to its limits, multinational firms now attempt to customize their products within their distribution centers, like Hewlett-Packard producing DeskJet printers in its factory in Singapore and customizing them for the European and Asian markets within its European distribution center near Stuttgart. In

that new context, this paper aims at defining the optimal design of a network of logistic hubs with postponement strategy integration, in a context of mass customization. The distribution network has four levels: production plants, regional logistic hubs, sub-regional logistic hubs, and urban/rural distribution centers. The network processes goods with possibly different packaging (raw materials/components and finished products). The main originality of this study is that the joint location of logistic hub and postponement units was rarely addressed in the literature on supply chain network design. This original concept challenges the classical production-distribution model where a clear distinction is made between production and distribution networks [3].

#### 2 State of the art

The hub network design problem, also known as the distribution network design problem, was intensively studied in the literature on global distribution networks [1, 4]. An analysis of this literature is summarized in Figure 1.

Paper		Proposal	Melo and stefan (2006)	Rodríguez et al (2007)	Gelareh et al (2010)	Contreras et al (2011)	Alumur et al (2012_a)	Alumur et al (2012_b)	Albareda et al (2012)	Rieck et al (2014)	Alibeyg et al (2015)	Gelareh et al (2015)		
Hub network		Single leve	el .			×	х	×	х		×	×	×	×
structure			×	×					×					
	Uncapacitated hub		×			x	×	×	х	×	×	×	×	
			Fixed		×	×						×		
Hub Features Hub capacity	Hub capacity	Extensible	Based on known capacity		×									
	Latensiole	To be determined												
	Hub services	Logi	istical hubs	×	×	×	×	×		×	×	×	×	×
	Industrial hubs		ıstrial hubs	×										
Allocation	Allocation Static (S)/ Dynamic (D)		s	D	S	S	S	S	S	S	S	S	D	
strategy Single (S)/Multiple (M)		M/ S		S	S	S	S	S	S		м	М		
		Transport	Uni-modal			×	×	×			×	×	×	
		Mode	Multi-modal	×					×	×				
		Type of	Homogenous	×		×		×		×		×		
	Means of	fleet of vehicles	Heterogenous											
	transportation		Uncapacitated			Х		×	×	х	×			
		Vehicles	Determined	×								×		
Transport Organization	capacity	capacity	To be determined											
Organization	Transport	Identic	al containers	×										
	packaging	Heterogeneous containers												
	Commodity	Unitype Multi-commodity												
	information			×										
	Service level		Time	×		×	х		х	×				
	Service level	Distance		×		×								

Figure 1. Logistic hub network review analysis

Few authors consider a multi-level network [4], while no paper addresses the integration of industrial services. Origin and destination nodes might be either allocated to a unique hub or to multiple ones: [5] considers multiple allocation of clients to located hubs while [6] studies multiple allocation of plants and customers to intermediate hubs. Service level can be addressed through the definition of a maximum distance between distribution center and market zone [7] or through a delivery delay [8, 9]. Many papers assume that demand is deterministic, which is seldom true. Multiple commodity, allowing to consider products using different transportation means, is only considered by few researchers (cf. Figure 1).

To our best knowledge, no paper considers a physical transformation of goods while transiting a hub (from bulk material to packs or pallets for instance). [10] states that one of the main characteristics of supply chain network design models is their multiperiod nature. Many studies have analyzed the advantages and disadvantages of various postponement strategies [11, 12, 13]. However, quantitative models for postponement implementation decisions are scarce: [14] considers decisions on where to implement assembly and packaging functions in a distribution network while [15] addresses the problem of facility location-allocation (plants, warehouses) considering commonality and postponement strategies in the logistic network.

This quick analysis of the literature shows that no study gathers yet all the characteristics we have chosen to address in order to answer to present real problems, summarized by the "Proposal" column in Fig. 1.

#### 3 Problem formulation

The problem is to determine simultaneously the location of the logistic hubs and of the postponement services, while minimizing the total logistics costs. Postponement units will have as inputs raw materials and components coming from international plants, based on their specialization and logistic costs, and will provide bagged/assembled products in response to the requirements of the market zones. These requirements may differ in terms of packaging preferences and required response time. We assume that postponement units hold sufficient component inventories for meeting the customer deterministic demands. The capacities (processing and storage) will be determined a posteriori (through simulation) by considering the expected levels of service. Market zones are allocated to a unique hub based on logistic costs.

In this problem, the interdependence of the decisions makes it difficult to instantiate all the decision variables simultaneously: the location of postponement units will impact the management of the logistic flow, as they constitute decoupling points. On the other hand, their location depends on the location of the logistic hubs and of the allocated demand (volume, response time and product preferences). For addressing this problem, we have chosen as a first approach to decouple the initial problem in two sub problems: definition of the logistic network, then location of the postponements facilities, even if the network structure may in theory be set into question by the positioning of the postponement units. Each sub-problem will be modeled by a deterministic mixed integer linear programming models (cf. 3.1 and 3.2).

#### 3.1. First Sub-problem: logistic hub location problem

Within this sub-problem we have to decide: 1) The location of hub h among potential locations H using the  $z_h$  binary variable 2) The allocation of the origin and destination nodes to the located hubs, using transport mode m represented by the  $y_{o,d}$  m binary variable defined only if a modal link between node "o" and "d" exists (Link (o, d, m) =1) and 3) The flow routing within the network  $x^{m,k,t}_{o,d}$  i.e. the amount of final product k originated from plant p and transported from node "o" to node "d" using vehicle mode m and under packaging n at period t. The generated solution must provide the max benefit considering the initial investment to open hubs, the total transportation costs including customs, the external handling cost with seaport terminal or rail terminals and the internal handling cost within opened hubs (Eq. 1):

$$Min(\text{Cos}\,t) = \sum_{h \in H} co_h \times Am \times z_h + \sum_{m \in M, t \in T, o \in O, d \in D} (ct_m + cd_{o,d}^m) \times NV_{o,d}^{m,t} +$$

$$+ \sum_{\substack{m \in M, n \in N, t \in T, \\ k \in K_p, o \in O, h \in H, \\ d \in D|o \neq h \neq d}} cm_h^m \times (NV_{o,h}^{m,t} + NV_{h,d}^{m,t}) + cm^n \text{ __int}_h \times (x^{m,k,t,n}_{o,h} + x^{m,k,t,n}_{h,d}) \times f^n$$
(1)

Subject to:

$$\sum_{m \in M} \sum_{h \in H} y_{h,z}^m = Z_h \qquad \forall h \in H \ \land z \in Dz \land Link(h,z,m) = 1$$
 (2)

$$\sum_{m \in M} y_{h_1, h_2}^m = z_{h_2} \quad \forall h_2 \in H \land Link(h_1, h_2, m) = 1$$
(3)

$$\sum_{m \in M, h_1 \in H} y_{h_1, h_2}^m = z_{h_2} \quad \forall h_2 \in H \land Link(h_1, h_2, m) = 1$$
(4)

$$y_{p,h}^{1} + y_{p,h}^{2} \le 2 \times z_{h}$$
  $\forall h \in H_{1} \land p \in P \land m \in \{1,2\} \land Link(p,h,m) = 1$  (5)

$$y_{h_1,h_2}^m \le z_{h1} \quad \forall m \in \{2,3\} \land h_1, h_2 \in H \land \text{Link}(h_1, h_2, m) = 1 \land \text{Dist}(h_1, h_2, m) \le D(m)$$
 (6)

$$y_{h_1,h_2}^m \le z_{h_2} \quad \forall m \in \{2,3\} \land h_1, h_2 \in H \land \text{Link}(h_1, h_2, m) = 1 \land \text{Dist}(h_1, h_2, m) \le D(m)$$
 (7)

$$y_{h,z}^{3} \le z_{h} \qquad \forall h \in H \land z \in Dz \land \text{Link}(h, z, 3) = 1 \land \text{Dist}(h, z, 3) \le D(3)$$
(8)

$$\chi_{p,h}^{1,k,n,t,p} \le BigM \times \mathcal{Z}_h \ \forall h \in H1 \land \ p \in P_k \land k \in Kp \land t \in T$$

$$\tag{9}$$

$$x_{h_{i},h_{i}}^{m,k,t,p} \leq BigM \times z_{h_{i}} \ \forall t \in T \land m \in \{2,3\} \land k \in K_{p} \land h_{i} \in H \land Dist(h_{i},h_{2},m) \leq D(m)$$

$$(10)$$

$$x_{h,z}^{3,k,t,p} \le BigM \times z_h \quad \forall t \in T \land h \in H \land z \in Dz \land k \in K_p \land Dist(h,z,3) \le D(3)$$
(11)

$$\sum_{n \in P} x_{o,d}^{m,k,n,t,p} \le BigM \times y_{o,d}^m \forall m \in M \land n \in N \land t \in T \land k \in K_p \land o \in O \land d \in D \land Link(o,d,m) = 1$$
(12)

$$y_{o,d}^{m} \leq \sum_{m \in P} x_{o,d}^{m,k,n,t,p} \quad \forall m \in M \land n \in N \land t \in T \land k \in K_{p} \land o \in O \land d \in D \land Link(o,d,m) = 1$$
 (13)

$$\sum_{\substack{m \in M, \\ p \in P_k}} x_{p,h}^{m,k,n,t,p} = \sum_{\substack{m \in M, z \in Dz, h' \in H}} x_{h,z}^{m,k,n,t+\Delta(p,h)+\theta,p} + x_{h,h'}^{m,k,n,t+\Delta(p,h)+\theta,p} \ \forall k \in K \land h \in H \land t \in T$$

$$(14)$$

$$\sum_{\substack{h_1 \in H, \\ m \in M}} x_{h_1, h_2}^{m, k, n, t, p} = \sum_{z \in Dz, m \in M} x_{h_2, z}^{m, k, n, t + \Delta(h_1, h_2) + \theta, p} \quad \forall k \in K_p \land t \in T \land h_2 \in H$$
(15)

$$\sum_{m \in M, h \in H} x_{h,d}^{m,k,t} = \mathbf{D}_z^{k,t} \times \mathbf{y}_{h,d}^m \qquad \forall k \in K_p \land t \in T \land d \in D$$
(16)

$$NV_{o,d}^{m,t} \ge \sum_{k \in K} \frac{x_{o,d}^{m,k,t}}{CT_m \times f^n} \ \forall t \in T \land o \in O \land d \in D \land m \in M \land n \in N$$
 (17)

Constraints (2, 3, 4) express the single allocation of nodes to hubs. Constraints (5, 6, 7, 8) control the allocation mode to physical links. Outgoing hub flows exist only if the hub is active (9, 10, 11) and require that this modal link should be already activated (12, 13). Constraints (14, 15) ensure flow conservation at each period of time where  $\Delta$   $(0, h) + \theta$  is the sum of the transports to h and transit time within h. Outgoing flows toward distribution centers must be equal to their respective demand (16). Equation (17) computes the number of modal vehicles within the network where  $CT_m$  is the capacity of a vehicle.

#### 3.3. Second Sub-problem: postponement location problem

Given a set of located hubs H1 {h  $\in$  H/žh=1}  $\cup$  Dz and a set of active links L={(o, d, m); o  $\in$  O, d  $\in$  D, m  $\in$  M/  $\hat{y}^m_{o,d}$ =1}, we have to select the suitable location of postponement units in the designed distribution network. Location can be either on regional hubs, sub-regional ones or on local distribution centers, in order to minimize the total logistic costs (Equation 18) where  $b^e_h$  is a binary variable equal to 1 if the postponement unit is located on hub h at echelon e, while Bin (H, e) is a Boolean value equal to 1 if hub h is located at level e.

$$Min(\operatorname{Cos} t - postp) = \sum_{h \in HL, e \in E} co_h \times Am \times b_h^e +$$
(18)

$$\left[\sum_{m \in M, t \in T, o \in O, d \in D} \left(ct^{1}_{m} + cd^{m}_{o,d} + cm^{1}_{m}\right) \times NBV^{m,t}_{o,d} + \sum_{m \in M, t \in T, k \in K_{b}, o \in O, d \in D} cm^{1}_{m} = \operatorname{int} \times x^{m,k,t}_{o,d}\right] + CCC^{m,t}_{o,d} + CCC^{m,t}_$$

$$\left[\sum_{m \in M, t \in T, o \in O, d \in D} \left(ct^{2}_{m} + cd^{m}_{o,d} + cm^{2}_{m}\right) \times NCV^{m,t}_{o,d} + \sum_{\substack{m \in M, t \in T, k \in K \\ o \in O, d \in D, p \in Pk}} cm^{2}_{m} = \text{int} \times \overline{X}^{m,k,n,t}_{p,o,d}\right]$$

Subject to:

$$\sum_{e \in F} b_h^e = \hat{z}_h \quad \forall h \in H \land Bin(H, e) = 1$$
(19)

$$\sum_{m \in M, p \in P_k} \mathbf{x}_{h_1, h_3}^{m, k, t} \le \operatorname{BigM} \times \overline{\mathbf{y}}_{h_1, h_2}^m \times \mathbf{b}_{h_3}^3 \qquad \forall t \in T \land k \in K_b \land h_1, h_3 \in Hl$$
(20)

$$\sum_{m \in M, n \in R} \mathbf{x}_{h_1, h_2}^{m, k, t} \le \text{BigM} \times \overline{\mathbf{y}}_{h_1, h_2}^m \times (\mathbf{b}_{h_2}^2 + \mathbf{b}_{h_3}^3) \quad \forall t \in T \land k \in \mathbf{K}_b \land h_1, h_2, h_3 \in Hl$$
 (21)

$$\sum_{m \in M} x_{h_2, z}^{m, k, t} = \sum_{\substack{m \in M, k' \in K_c, \\ p \in P_k}} \widehat{y}_{h_2, z}^m \times \overline{x}_{p, h_2, z}^{m, n, k', t + \Delta(h_2, z) + \theta} \times Conv(n) \times Cs(k, k') \times b_z^3$$
(22)

 $\forall t \in T, h_2 \in Hl, z \in Dz, k \in K_b$ 

$$\sum_{m \in M} x_{h_1, h_2}^{m, k, t} = \sum_{\substack{m, m' \in M, \\ k' \in K_c, \\ p \in P, z \in Dr}} \widehat{y}_{h_1, h_2}^{m} \times \widehat{y}_{h_2, z}^{m'} \times \overline{x}_{p, h_2, z}^{m', n, k', t + \Delta(h_1, h_2) + \theta} \times Conv(n) \times Cs(k, k') \times (1 - b_{h_1}^1)$$
(23)

 $\forall t \in T, h_1, h_2 \in Hl, k \in K_h$ 

$$\sum_{m \in M} x_{h_1,z}^{m,k,l} = \sum_{\substack{m \in M, k' \in K_c, \\ p \in P, z \in Dr}} \widehat{y}_{h_1,z}^m \times \overline{x}_{p,h_1,z}^{m,n,k',t+\Delta(h_1,h_2)+\theta} \times Conv(n) \times Cs(k,k') \times (1-b_{h_1}^1)$$
(24)

 $\forall t \in T, h_1, h_2 \in Hl, k \in K_h$ 

$$NBV_{o,d}^{m,t} \ge \sum_{k \in K_h, p \in P_k} \frac{x_{p,o,d}^{m,k,t}}{CT_m^1} \times NV_m ; \forall t \in T \land m \in M \land h \in Hl \land h_3 \in Dz$$
 (25)

$$NCV_{h,h_3}^{m,t} \ge \sum_{e \in E} b_h^e \times \left[ \sum_{k \in K} \sum_{p \in P, \ n \in N} \frac{\overline{x}_{p,h,h_3}^{m,k,n,t}}{CT_{-}^n \times f^n} \right] / \forall t \in T \land m \in M \land h \in Hl \land h_3 \in Dz$$
 (26)

$$NCV_{h_{2},h_{3}}^{m,t} \ge (b_{h_{1}}^{1} + b_{h_{2}}^{2}) \times \left[\sum_{\substack{k \in K_{c}, \\ n \in P, \ n \in P_{0}}} \frac{\overline{x}_{p,h_{2},h_{3}}^{m,n,k,t}}{CT_{m}^{2} \times f^{n}}\right] / \ \forall t \in T \land m \in M \land h_{1}, h_{2} \in Hl \land h_{3} \in Dz$$
 (27)

Constraint (19) translates that a postponement activity can only be located on activated hubs, at only one level. "Continuous flows"  $x^{m,k,t}_{o,h}$  exist only if postponement units are located before that hub if a modal link is activated (20, 21). (22, 23, 24) express a flow balance at each period and on each hub and computes the ingoing discrete flows to each hub depending on location of postponement units. Conv(n) is the conversion ratio from unit of packaging product under n commodity to a continuous unit (tons for example) and Cs(k, k') is the amount of component k needed to produce a unit of product k'. (25, 26, 27) assess the number of bulk and container vehicles within the network.

#### 4. Illustrative study

This case study aims to illustrate the application of the proposed models. It concerns the location of blending units within East Africa for specific industries involving hybrid (discrete-continuous) flows, like the fertilizer industry. Three production zones located in Morocco, Ethiopia and Nigeria and considered. Five Regional hubs are defined: Kenya-Angola-Tanzania-Djibouti, so that ten sub-regional hubs: Nairobi-Kisumu-Dodoma-Arusha-Tabora-Kuito-Tete-Lichinga-Kigali. The considered data are summarized in Tables 1 and 2. The demand (aggregated on one year) varies for each zone. We assume that shipment is done every month and that all the market zones require the same service level. Distances and traveling times are extracted from Google Maps. The problem was solved using the Xpress-IVE solver tools. The results of models 1 and 2 are summarized in Tables 3 and 4.

Table 1. List of transport cost parameter

Table 2. List of other cost parameters

Parameter	Discrete flow	Continuous flow	Cost Regional hub	Sub-regional hub
Transport capacity-	50 palette 30000 Tons		Hub Location cost5760000	2880000
sea			(\$/year)	
Transport capacity-	40 palette	25000 Tons	Blending location 30000	30000
rail			Intern handling 15\$/Tons	35\$/Tons
Transport capacity-	40 palette	25000 Tons	(bulk)	
road			Extern handling 100 \$/train	120 \$/train
Rail unit transport	0.06/train/km	0.04/Train/km	(rail)	
cost			Intern handling5 \$/palette	10 \$/palette
Road unit transport	3.75\$/truck/km	2\$/truck/km	(discrete)	
cost			Extern handling 40 \$/train	50 \$/train
			(rail) (discrete)	

Table 3. Results of sub-model 1

		T tible of Teestite					
Located hub	Plant	Sub-hub	% DC				
Kenya	Morocco	Kisumu-	25%				
	Ethiopia	Lichingua					
Mozambique	Morocco	Tete	10%				
Angola	Nigeria	luau	10%				
Tanzania	Morocco	Kuito-Kigali	10%				
	Ethiopia	_					

Sub-model 1	
Total logistic cost	216 M\$
Sea Transport	9.52 M\$
Rail Transport	8.75 M\$
Road Transport	21.97 M\$
Intern handling	109.45 M\$
Extern handling	26890.5 \$
Location	66.3 M\$

**Table 4.** Results of sub-model 2

Blending	Kenya-Mozambique-Angola-
location	Tanzania
Level	1

Total logistic cost	157 M\$
Total bulk costs	47.1 M\$
Total discrete costs	109.9 M\$

The location of the blending within the distribution network is the result of a comparison between investments and operational costs linked to postponement and to the transportation of bulk and packed materials. Especially, it requires to compare the profit generated by several small blending units, close to the final customers, and the one of larger units, located earlier in the network but requiring more time to adapt their production to the final demand. In real cases, good sense is not sufficient to figure out this decision problem. Our model helps the decision maker to assess quantitatively each possible solution.

#### 5. Conclusion et research perspectives

In the context of mass customization, postponement activities may provide an answer to fulfill customized orders, increase customer responsiveness and increase service level. However, the literature combining design of logistic hub networks and implementation of postponement facilities is scarce and usually assumes that the location of the distribution centers is already known. In order to address the problem, we have developed and tested a two-phase deterministic mathematical programming model where, as a first step, we design incapacitated discrete logistic hub, then allocate postponement services on some hubs. In our future work, this model will be coupled with a discrete event simulation model in order to take into consideration uncertainties on the demand and on the availability of the resources. Simulation will

also allow to assess postponement capacities and to refine logistic costs, these results being re-injected in the mathematical model as new constraints.

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