Key logistics processes in project management based on organisation of an international training session–case study

**Introduction**

Improvement of processes, including the logistics processes forms one of the essential aspects of modern business entities functioning. Search for the solutions allowing for quicker and less costly method of realisation of particular activities is highly significant, especially in the conditions of a dynamically changing environment in which the organisations have to function. In the entirety of these activities, one of the key aspects of the operations management is the logistics. It is a natural field occurring principally both in every production enterprise, as well in the service sector, however, the case described in the publication shows its key functions in a slightly different shape. Therefore, the authors of the following article have aimed to identify the core points of the logistics based on an organisation of an international workshop of a didactic character with the application of real-life data of companies prospering on the European market.

**Project management aspects in relation to logistics**

These days project management constitutes a highly significant part of management domain. Emerging initiatives which result from large scale undertakings eg. of sports or infrastructural character, have led to a major increase in the interest of such activities. What has also become crucial is, on one hand, constant improvement of the initiatives already parallel to their realisation process, but also undertaking improvement actions with the prospect of leading future projects. Due to the fact that the project term is often defined as “unique process consisting of a set of coordinated and monitored activities including an exact date of start and completion, undertaken with a view to meet a target, fulfilling precisely defined conditions, taking time, costs and resources limitations into account”[3], it is hard to work on the improvement of something which is of unique character and will never be repeated. Therefore, it is highly important to identify the elementary activities within particular project phases which are inseparable from them. The key areas of a project were presented in fig. 1.

Among elementary activities mentioned above, one area of logistics will play an important role. According to the literature on the subject, on one hand it entails planning and realisation of goods transfer, but at the same time, it is related to control and assurance that this process is as effective and efficient as possible [1]; [6]. As a result, it is possible to make an attempt to identify logistics actions among elementary activities of each project phase so that in consequence, during their realisation again, improvement is enabled which will have impact on the success of the whole project management process. A the same time, the further part will present the identification of logistics processes within particular filed of project functioning based on an organisation of an international training session.

**Researched case - description**

The case based on [2]; [5] analysed is an international training session realised as part of “Design EntrepreneurSHIP - Integration of students, graduates and SMEs in terms of industrial design management” project financed from European Union resources within South Baltic Cross-border Co-operation Programme. The case refers both to the session as well as to a conference taking place right afterwards which summarised the activities in the project, directing the organisations interested in search for common areas for cooperation within 2014-2020 programme.

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The workshop lasted 4 days whilst the conference was extended to another 2. The groups included 30 participants from 3 different countries – Poland, Germany and Sweden entailing 18, 5 and 7 people respectively. Besides, the training session hosted a total of 12 speakers, 2 partners, 3 representatives of SMEs and approximately 40 external guests fulfilling the role of observers. The total number of guests present at the session ranged from 40 up to 70, depending on the character of the programme point in the agenda.

The primary aim of the workshop was to suggest solutions for 2 companies, one Polish and one German, which shared their real-life case studies with the participating design groups. In turn, they would receive solutions to given problems, such as eg. how to increase sales or develop a new product, all built upon design-thinking concept. The secondary aim of the workshop, yet crucial in terms of the whole project sale, was the stimulation of industrial design sector in South Baltic region through transfer of knowledge and exchange of good practice and formation of a universal curriculum leading to an efficient integration of high education sector with the labour market through education within design management. After the completion of the workshop part, an official opening of the conference took place during which the participants of design groups presented their solutions to the Polish and German SMEs. This type of an event formula constituted a reality-check in terms of a response to client needs as well as the suitability of the ideas to proposed theoretic concepts and most importantly, their potential to be introduced to the market.

**Key logistics processes in relation to the project phases**

Along the organisation of a training workshop in its individual phases, there appears a line of logistics processes. The literature on the subject describes mainly the main processes, such as supply, transport and collection, storage, warehousing, packing, stock control, communication and information flow [1]; [6]. The features of these areas in the context of case study analysis was presented in table 1.

![Diagram of key logistics processes](image-url)
Table 1. Key logistics processes in particular project phases.

<table>
<thead>
<tr>
<th>Preparation phase</th>
<th>Logistics Processes</th>
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<tr>
<td>SUPPLY</td>
<td>- in case of the training session the function of key elements was fulfilled by the people, that is, the participants and speakers, the programme realised, training materials and other aspects of the organisational part of the event such as conference rooms, catering and photographic services.</td>
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- recruitment of the participants
  1. announcement of the recruitment session – media, web page, contacting befriended organisations in target countries – Poland, Germany and Sweden, engagement of Project Partners into search for applicants in their countries
  2. selection of the CVs based on established criteria
  3. compiling interdisciplinary design groups

- preparation of the session programme and selection of speakers – a 6-stage Stanford model of design implementation was interpreted with reference to the projects aims [4]
  - Understand
  - Observe
  - Define
  - Ideate
  - Prototype
  - Test
  and potential speakers were identified to guide its particular parts.

- invitation of 2 SMEs willing to share their case studies for the session (Polish and German)

- selection of a catering company and menu selection

- preparation of the training material package and ordering promotional materials – close cooperation with a graphic designer and printing house, from application of visual identification system elements, through meeting the requirements of the project communication strategy, printing, transport of the materials to the training session/conference venue, storage, division of the materials for respective types of the participants

- providing the services of a cameraman and photographer – passing on guidelines regarding the type of shots, style of the recording, film assembly and footage contents

- preparation of a lecture and workshop room – appropriate table setting in relation to the point of the agenda and number of its participants

TRANSPORT and COLLECTION
  - participants’ arrival – selection and booking of the flights, preparation of the schedule of airport pick-up times
  - speakers’ transport – setting the schedule of airport pick-up times (verification whether transport is realised individually or provided by the organiser)

- delivery of training materials

- hiring furniture to equip a chill-out zone – space for dining was arranged in a hall between conference rooms

- collection of furniture and decoration equipment from an external company hired to prepare space arrangement

PACKING, STORAGE, WAREHOUSING AND STOCK CONTROL – refers mainly to the training and promotional materials. The lecture room was destined for storage. Materials were sorted and classified into packages for different groups and participant types. Additionally, a summary of
groups’ division was portrayed in 6 different colours and hung on the walls as well as distributed on the tables - all this to make sure that the package reached a proper participant of a particular group.

**COMMUNICATION AND INFORMATION FLOW** – information on the organiser’s and partners’ web pages, e-mail channel, internet advertising – 6 web banners for a period of 1 month, advertising in press, sending out a press release to a database of 100 national media.

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<thead>
<tr>
<th>Realisation phase</th>
<th><strong>SUPPLY</strong> – daily control:</th>
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<tr>
<td></td>
<td>- whether the transport provider has left to pick up guests,</td>
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<td></td>
<td>- whether the catering supplier has arrived on agreed time,</td>
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<td></td>
<td>- checking the list of attendance to make sure that guests, especially the speakers responsible for guiding the upcoming part of the agenda are present,</td>
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<td></td>
<td>- making sure that the photographer and cameraman as well the company representatives who shared their case studies are present (the company representatives presence was crucial as they regularly verified the ideas suggested by the groups against their requirements).</td>
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</table>

**TRANSPORT and COLLECTION** –
- daily transport of the participants, partners and speakers on hotel – conference venue – hotel route, |
- collection of the speakers from the airport and bringing back the ones who have completed their role in the design process back to the airport for departure, |
- regular supply of food and refreshments by the company based on the times set in the agenda for warm meals.

**PACKING, STORAGE, WAREHOUSING AND STOCK CONTROL** -
- daily supply of training and promotional materials, |
- food storage for the upcoming days.

**COMMUNICATION AND INFORMATION FLOW** –
1. It was most frequent between Organiser vs. Speakers due to:
   - a need to confirm the contents of every stage of the programme according to the planned programme, |
   - control and verification with reference to a preceding stage which was completed and based on feedback received from the participants, representatives of 2 SMEs and partners’ expectations. |
   According to collected information the programme was adjusted, modified – both in terms of substantial content and time. |
2. Organiser vs. Catering supplier – verification whether meals are suitable in terms of the quantity, dietary requirements eg. vegetarian, gluten-free. Regular verification and control. |
3. Organiser vs. Photographer, Cameraman – confirmation of the planned set of shots, contents, scenery of interviews with the speakers and agenda of the key points in the programme.

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<th>Closure phase</th>
<th><strong>SUPPLY</strong> –</th>
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<td>- summary of cooperation with a graphic designer and printing house, the company hired for chill-out zone arrangement and furniture hire, catering supplier and the photographer and cameraman</td>
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<td>- cooperation with the cameraman at film assembly</td>
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<td>- summary of the training session programme with the speakers, acknowledgement for the participants (distribution of the certificates of attendance),</td>
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delivery of the final presentations entailing the solutions of design groups to the company representatives.

**TRANSPORT and COLLECTION** – transport of the participants to the airport,
- return of furniture and decoration equipment hired for chill-out zone arrangement,
- removal and return of the equipment belonging to the catering supplier eg. heaters.

**PACKING, STORAGE, WAREHOUSING AND STOCK CONTROL** – sorting of the materials. Leaving samples in stock for the need of reporting to the South Baltic programme. Waste disposal. Ordering and management of cleaning service for conference rooms.

**COMMUNICATION AND INFORMATION FLOW** –
- passing over the press release to the media,
- summary of the session in terms of substantial content with the speakers and the company representatives,
- handing over the materials from the training session in an electronic form to the participants, incl. footage from the event.

Source: Based on a workshop organised within „Design EntrepreneurSHIP - Integration of students, graduates and SMEs in terms of industrial design management” project financed from South Baltic Cross-border Co-operation Programme, organised by Gdynia Design Centre established as part of The Pomeranian Science and Technology Park Gdynia, taking place on 8-11th of July 2014 in Gdynia and based on a conference finalising the activities in „Design EntrepreneurSHIP - Integration of students, graduates and SMEs in terms of industrial design management” project, directing the organisations interested in search for common areas for cooperation within 2014-2020 programme, organised by Gdynia Design Centre, taking place on 11-12th of July 2014 in Gdynia.

The logistics processes presented in relation to particular phases of the project realised, can afterwards be analysed and alternatively improved. It is crucial, however, to remember that from a perspective of the above mentioned definition of the project term described as unique, its repeatable character can be noticed among certain activities or processes which can be improved eg. for the need of further editions or other initiatives where similar processes might occur. Therefore, detailed analysis will allow to introduce improvements into the future projects. Combining logistics processes for activities related to the organisation of a training workshop and conference, can consequently constitute a valuable set of information for organisations managing these kinds of projects, providing a review of key logistics processes in the environment of undertakings from their domain.

**Abstract**

The following chapter presents fundamental aspects of logistics based on an example of an interdisciplinary training session with the participation of interdisciplinary groups of different nationalities. The authors identify the key logistics processes occurring in this type of undertakings, indicating at the solutions adopted by the project manager along the preparation, realisation and closure phases.

**Keywords:** project management, logistic

**KLUCZOWE PROCESY LOGISTYCZNE W ZARZĄDZANIU PROJEKTAMI NA PRZY-KŁADZIE ORGANIZACJI MIĘDZYNARODOWEJ SESJI TRENINGOWEJ–STUDIUM PRZY-PADKU**

**Streszczenie**

W niniejszym artykule zaprezentowane zostaną podstawowe obszary logistyki na przykładzie organizowanej sesji treningowej z udziałem interdyscyplinarnych grup uczestników z różnych krajów. Autorzy
dokonają identyfikacji kluczowych procesów logistycznych występujących w tego typu przedsięwzięciach, wskazując jednocześnie na przyjęte przez zarządzających projektem rozwiązania, zarówno w fazie przygotowawczej, realizacyjnej, jak i zamknięcia tego przedsięwzięcia.

**Słowa kluczowe:** zarządzanie projektami, logistyka

**References**


[2] Conference finalising the activities in „Design EntrepreneurSHIP - Integration of students, graduates and SMEs in terms of industrial design management” project, directing the organisations interested in search for common areas for cooperation within 2014-2020 programme, organised by Gdynia Design Centre established as part of The Pomeranian Science and Technology Park Gdynia, taking place on 11-12th of July 2014 in Gdynia.


[5] Training session organised within „Design EntrepreneurSHIP - Integration of students, graduates and SMEs in terms of industrial design management” project financed from South Baltic Cross-border Co-operation Programme, organised by Gdynia Design Centre established as part of The Pomeranian Science and Technology Park Gdynia, taking place on 8-11th of July 2014 in Gdynia.

