

# MARCUS THIELL

Associate Professor | Supply Chain Management & Technology Area

Joined the School in 2007

## ACADEMIC BACKGROUND

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2006	Dr. rer. pol. in Business Administration, Friedrich-Alexander-Universität Erlangen-Nuremberg, Germany.
1998	Diplom-Kaufmann, Universität Hamburg, Germany.

## TEACHING EXPERIENCE

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### Courses Taught in Recent Years

#### Executive Education

- Logistic Operations in the Supply Chain
- Contract Management: Strategic Sourcing
- Service Supply Chain Management: De-Industrialization and the 'Industry of Hope'
- Supply Chain Management
- Strategic Sourcing
- Service Management
- Supply Chain Management & Logistics Operations in Latin America
- Strategic Supply Chain Management
- Productivity & Quality in Clusters
- Service Excellence: Managing Service Systems based on Quality principles
- Development of Suppliers with Social Sense
- Logistics and Supply Chain Management
- Business Process Improvement
- International Purchasing & Supply Management – Appraising & Shortlisting Suppliers
- International Purchasing & Supply Management – Understanding the Corporate Environment
- Project Quality Management
- Tourism – A new development opportunity for Colombia?
- Challenges of implementing globally successful business models and strategies in Colombia
- Food Supply Chain Management in Colombia
- Customer Experience Innovation
- Socially Responsible Supplier Development

#### Graduate

- Fundamentals of Supply Chain Management
- Value Chain Management

- Supply Management – Fundamentals
- Global Sourcing
- Logistics & Supply Chain Management
- Services Marketing
- Logistics
- Logistics Management
- Evaluation and Approval of Suppliers and Offers
- International Sourcing
- Macro Supply Chain Management
- Operations and Supply Chain Management
- Supply Chain Management in the Age of Digitalization, Automation and Sustainability
- Restructuring Global Supply Chains
- Project: Applied Marketing Research

### Undergraduate

- Service Management
- Supply Management
- Value Chain Management
- Operations and Logistics

## ACADEMIC ACTIVITIES

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2018 - 2021	Academic Coordinator, 'Master in Supply Chain Management. UASM, Bogotá, Colombia.
2017 - 2019	Director, Supply Chain Management & Technology Area. UASM. Bogotá, Colombia.
2014 - to date	Associate Professor. UASM. Bogotá, Colombia.
2007 - 2013	Assistant Professor. UASM. Bogotá, Colombia.
1998 - 2004	Research Associate. Friedrich-Alexander-Universität, Department of Industrial Management. Nuremberg, Germany.
1996 - 1999	Lecturer in Economics. Akademie des Handwerks, Hamburg, Germany.

## OTHER PROFESSIONAL ACTIVITIES

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### Consultancies

2018 – 2019	Transformación estratégica. Mesofoods: Café OMA & Hamburguesas Presto.
2014	Icetex: "Diagnosis and proposal to redesign processes of Icetex. Bogotá, Colombia.
2014	Icetex: "Review of the operational model of Icetex". Bogotá, Colombia.
2013	Disan S.A.: "Forecasting system development". Bogotá, Colombia.

2011	Policía Nacional: “Optimización de la movilidad terrestre”. Bogotá, Colombia.
2011	Ministerio de Cultura de Colombia; “Organizational field of music in Colombia – Value Chain”. Bogotá, Colombia.
2009 - 2011	Cafam: “Diseño del Sistema Logístico para las Farmacias de Cafam”. Bogotá, Colombia.
2007 - 2008	Ecopetrol: “Plan Estratégico para el Sistema Logístico de Materiales”. Bogotá, Colombia.
2007 - 2008	Ecopetrol: “Proyecto Líneas Estratégicas – Modelo de Servicios Administrativos”. Bogotá, Colombia.

## RESEARCH

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### Research Areas

- Service Management
- Supply Management
- Supply Chain Management

## PUBLICATIONS

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### Articles in Academic Journals

2017	Reverse cross-docking, <i>Omega</i> , 66, Part A, January 2017, pp. 48–57; with J.P. Soto, R. Colomé Perales, DOI: 10.1016/j.omega.2016.01.010.
2015	Anchor company contribution to cleaner production dissemination: Experience from a Mexican sustainable supply program, <i>Journal of Cleaner Production</i> , 86, January 2015, Pages 245–255; with B. van Hoof. DOI: 10.1016/j.jclepro.2014.08.02.
2014	Collaboration capacity for sustainable supply chain management: small and medium-sized enterprises in Mexico. <i>Journal of Cleaner Production</i> , 67, March 2014, pp. 239-248; with B. van Hoof. DOI: 10.1016/j.jclepro.2013.12.030.
2013	Is it feasible to implement Green Logistics in Emerging Markets?, <i>International Journal of Applied Logistics</i> , 4(1), January-March 2013, pp. 1-13, with J.P. Soto, DOI: 10.4018/jal.2013010101.

### Articles in Professional / Trade Journals

2010	Gestión responsable de la cadena global de suministros, in: <i>RS – Responsabilidad Sostenibilidad (Colombia)</i> , June 2010, p. 68-69; with I.D. Lobo.
2009	Visibilidad y Desempeño en la Cadena de Suministros – Estrategias y Barreras, in: <i>América Economía</i> . ( <a href="http://mba.americaeconomia.com/biblioteca/analisis/visibilidad-y-desempeño-en-la-cadena-de-suministros">http://mba.americaeconomia.com/biblioteca/analisis/visibilidad-y-desempeño-en-la-cadena-de-suministros</a> ), 10/12/2009, with J.P. Madiedo.

### Cases

2017	Hamburguesas El Corral – Does delivery service matter? in: <i>Cladea Balas Case Consortium, Case Study and Teaching Note (English and Spanish; AN 0039-0042)</i> , ISSN: 2322-9330, Boston 2017; with L.E. Orozco, D. Sinisterra.
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- 2017 Transmilenio: Crisis in an award-winning bus rapid transit system? in: CLADEA BALAS Case Consortium, Case Study and Teaching Note (English and Spanish; AN 0057-0060), ISSN: 2322-9330, Boston 2017; with L.E. Orozco.
- 2009 Cerámicas de Costaragua: The Challenges of Selling to Low-Income Citizens, in: Social Enterprise Knowledge Network (SEKN), Case Study (SKE-127) and Teaching Note (SKE-128), Harvard Business School Publishing, Boston 2009; with D. Trujillo, L.E. Orozco, Roberto Gutiérrez.
- 2009 Cerámicas de Costaragua: Retos en las ventas a ciudadanos con bajos ingresos, in: Social Enterprise Knowledge Network (SEKN), Case Study (SKS-114) and Teaching Note (SKS-115), Harvard Business School Publishing, Boston 2009; with D. Trujillo, L.E. Orozco, Roberto Gutiérrez.

## Books

- 2008 “Strategische Beschaffung von Dienstleistungen”, VDM Verlag, Saarbrücken, Germany, 2008, pp. 324, ISBN: 978-3-639-00534-9.

## Chapters in Books

- In progress Thiell M., Soto J. (2022) Logística Inversa. Gestión de la cadena de abastecimiento: Eslabones, herramientas y tendencias.
- In progress Thiell M., Soto J. (2022) Proveedores. Gestión de la cadena de abastecimiento: Eslabones, herramientas y tendencias.
- 2022 Risk-driven supply chain design – Options and Trade-offs in Complex Environments, in: Merkert, R./ Hoberg, K. (Eds.): Global Logistics and Supply Chain Strategies for the 2020s – Vital Skills for the Next Generation, Springer Intl. Publishing, ISBN 9783030957636, with G. Wilmsmeier, Forthcoming.
- 2017 International Freight Transport in South America – The Case of Colombia, in: Beresford, A./ Pettit, S. (Ed.): International Freight Transport – Cases, Structures and Prospects, Kogan Page Ltd., London (England), 2017, ISBN 9780749474348, 376 p., pp. 231-254; with D. Grant, R. Britto, J.P. Soto.
- 2012 Entrega lo prometido - retos de calidad y productividad para Colombia. 2012. In: Gestión de Clusters en Colombia: una herramienta para la competitividad. Edición Uniandes Bogotá-Colombia p.p.169 - 219. ISBN 978-958-695-766-3, with J.P. Soto.
- 2012 Gestión de la cadena de suministro, in: Azuero, F. et al. (Ed.): Tendencias en administración – gerencia y academia, Edición Uniandes, Bogotá D.C. (Colombia) 2012, 508 p., pp. 397-414.
- 2011 Green Logistics – Global Practices and their Implementation in Emerging Markets, in: Luo, Z. (Ed.): Green Finance and Sustainability – Environmentally-Aware Business Models and Technologies, IGI Global Business Science Reference, Hershey (PA) 2011, 633 p., pp. 334-357; with J.P. Soto, B. Van Hoof, J.P. Madiedo.
- 2010 Logistics Services in the 21st Century – Supply Chain Integration and Service Architecture, in: Luo, Z. (Ed.): Service Science and Logistics Informatics – Innovative Perspectives, IGI Global Business Science Reference, Hershey (PA) 2010, p. 359 - 378; with S. Hernández.

- 2004 Fast Ramp-up, in: Wildemann, H. (Ed.): Synchronisation von Produktentwicklung und Produktionsprozess, München 2004, S. 9-39; with K.-I. Voigt.
- 2004 Industrielle Rücknahme- und Entsorgungssysteme, in: Prockl, G. u.a. (Ed.): Entwicklungspfade und Meilensteine moderner Logistik, Wiesbaden 2004, S. 389-418; with K.-I. Voigt.
- 2003 Beschaffung wissensintensiver Dienstleistungen – Net Sourcing als alternative Bezugsform, in: Bruhn, M./Stauss, B. (Ed.): Dienstleistungsnetzwerke, Wiesbaden 2003, S. 287-318; with K.-I. Voigt.
- 2002 Gestaltung industrieller Rücknahme- und Entsorgungssysteme auf Basis der linearen Optimierung, in: Fichtner, W./Geldermann, J. (Ed.): Einsatz von OR-Verfahren zur techno-ökonomischen Analyse von Produktionssystemen, Frankfurt/M. 2002, S. 37-52; with K.-I. Voigt.
- 2000 Entwicklungsperspektiven im Electronic Business, in: Scheffler, W./Voigt, K.-I. (Ed.): Entwicklungsperspektiven im Electronic Business, Wiesbaden 2000, S. 3-18; with W. Scheffler, K.-I. Voigt, R. Weber.
- 2000 Desintermediation im B2B-Bereich, in: Scheffler, W./Voigt, K.-I. (Ed.): Entwicklungsperspektiven im Electronic Business, Wiesbaden 2000, S. 107-132; with K.-I. Voigt, R. Weber.

## Press Articles

- 2021 El reto de seguir apoyando el desarrollo económico, in: El Espectador (Colombia), 16/02/2021.
- 2020 Covid-19, la pieza que pone a temblar las cadenas de suministro globales, in: Forbes (Co-lombia), 25/06/2020; with G. Wilmsmeier.
- 2020 ¿Por qué el Covid-19 no es una crisis como los demás?, in: Portafolio (Colombia), 06/05/2020; with J.P. Soto.
- 2020 Cadenas de suministros, lecciones iniciales del Covid-19, in: El Espectador, 15/04/2020.
- 2019 Las redes logísticas en Colombia y la apuesta por la competitividad, in: La Nota Económica, 11/2019, p. 69.
- 2011 El servicio también depende del consumidor, in: Portafolio, March 2, 2011, p. 19; with J.P. Soto.
- 2011 La competencia es entre las cadenas de suministros, in: Portafolio, March 10, 2011, p. 20; with J.P. Soto.
- 2011 No prometa lo que no puede cumplir, in: Portfolio (Colombia), June 2, 2011, p. 20; with J.P. Soto.
- 2010 Volver 'verde' la logística genera ventaja competitiva, in: Portafolio, June 16, /2010, p. 19; with J.P. Soto.
- 2010 Evite las interrupciones que afectan su negocio, in: Portafolio, May 12, 2010, p. 22; with J.P. Madiedo.
- 2010 El balance de valor es fundamental en la prestación de servicios, in: Portafolio, March 17, 2010, p. 21; with J.P. Madiedo.

- 2010 Los efectos de red pueden afectar sus productos, in: Portafolio, May 4, 2010, p. 19; with J.P. Soto.
- 2010 El balance de valor es fundamental en la prestación de servicios, in: Portafolio, March 17, 2010, p. 21; with J.P. Madiedo.
- 2010 Evite las interrupciones que afectan su negocio, in: Portafolio, May 12, 2010, p. 22; with J.P. Madiedo.
- 2009 La siguiente generación en ‘outsourcing’, in: Portafolio (Colombia), February 26, 2009, p. 14, with S. Hernandez.
- 2009 La importancia de gerenciar las redes de proveedores, in: Portafolio (Colombia), April 23, 2009, p. 16, with S. Hernandez.
- 2009 Deshaciéndose del hombre del medio, in: Portafolio (Colombia), July 16, 2009, p. 20, with J.P. Soto.
- 2009 ¿Qué hace la diferencia en la compra de servicios? , in: Portafolio (Colombia), August 6, 2009, p. 14, with J.P. Madiedo.
- 2009 Personalización masiva para ciertas empresas, in: Portafolio (Colombia), September 15, 2009, p. 22, with J.P. Madiedo.
- 2009 Roadmapping, una herramienta de planeación, in: Portafolio (Colombia), October 6, 2009, p. 15, with S. Hernandez.
- 2009 La inversión social es gratis en la cadena de suministros, in: Portafolio, October 20, 2009, p. 15, with I.D. Lobo.
- 2009 Reducir la ‘basura’ en el sector de servicios, in: Portafolio, November 24, 2009, p. 19, with J.P. Soto.
- 2009 Con la especialización disminuye la visibilidad, in: Portafolio, November 10, 2009, p. 15, with J.P. Madiedo.
- 2008 Las tendencias del mercado de suministros, in: Portafolio (Colombia), June 9, 2008, p. 37, with J. Yañez.

## Proceedings

- 2011 Reverse Cross Docking, Proceedings of the VII ALIO/EURO Workshop on Applied Combinatorial Optimization, Porto, Portugal, pp. 215-217, May 4-6, 2011; with J.P. Soto, R. Colomé.

## Working Papers

- 2001 Collective Sourcing – Ergebnisse einer empirischen Untersuchung zum Stand horizontaler Beschaffungsk Kooperationen in der Region Nürnberg, Arbeitspapier Nr. 2 des Lehrstuhls für Industriebetriebslehre, Universität Erlangen-Nürnberg, 2001; with K.-I. Voigt, J. Schäfer.
- 1999 Reverse Logistics in the Automotive Industry – A Quantitative Approach, Arbeitspapier. Nr. 1 des Lehrstuhls für Industriebetriebslehre, Universität Erlangen-Nürnberg, 1999; with K.-I. Voigt.

## Conference Contributions

- 2022 Restructuring Global Supply Chains, Kühne Logistics University International Summer School Hamburg 2022 – Changing global dynamics and emerging challenges in sustainable logistics strategies, Hamburg (Germany), 23/03/2022.
- 2021 (Re)positioning countries in global supply chains: Opportunities and limitations, International Association of Maritime Economists (IAME) 2021 Conference, Hybrid Conference, Rotterdam (The Netherlands), 26/11/2021 with G. Wilmsmeier.
- 2020 Supply Chain Design Options and Trade-offs in Complex Environments, The Asian Logistics Round Table (ALRT) 2020 Conference, E-Conference, University of Tasmania (Australia), 20/11/2020, with G. Wilmsmeier.
- 2019 Restructuring Global Supply Chains ... and the Role of Colombia, Seminar Series Supply Chain Management & Technology at Universidad de los Andes, 02/10/2019.
- 2018 Shrinking effects in cleaner production dissemination – An analysis of a Colombian programme, International Conference on Production Research (ICPR) Americas 2018, Bogotá, Colombia, 17/07/2018; with B. van Hoof, S. Mejía, N. Díaz.
- 2018 Workshop ‘Colombian Logistics Leaders – Los retos y posibilidades de SCM y Logística’, VII Congreso Internacional de Supply Chain y Logística Caribe 2018, Cartagena, Colombia, 11/05/2018; with G. Wilmsmeier.
- 2014 Environmental Purchasing and Corporate Environmental Positioning – Experiences from Colombia’, 17th European Roundtable on Sustainable Consumption and Production, Porto-rož, Slovenia, 14/10-16/10/2014; with B. van Hoof.
- 2011 Reverse Cross Docking, Proceedings of the VII ALIO/EURO Workshop on Applied Combinatorial Optimization, May 4-6 2011, Porto, Portugal, pp. 215-217; with J.P. Soto, R. Colomé.
- 2004 Bedürfniskonstanz und Bedürfnisevolution im Innovationspfad, 6. Fachtagung der Kommission für Technologie- und Innovationsmanagement, Bremen, 29/10/2004; with K.-I. Voigt, R. Weber.
- 2002 Der Businessplan als Controlling-Instrument für mittelständische Unternehmen, Fachtagung Kosten- und Erlöscontrolling mittelständischer Unternehmen, Nürnberg, 12/06/2002; with K.-I. Voigt.
- 1999 A Model for Industrial Reverse Logistics Systems, IFORS 1999 – Methodology for Complex Societal Problems, Beijing (PR China), 17/08/1999; with K.-I. Voigt.

## Webinars

- 2022 El Supply Chain Management en tiempos de múltiples crisis, Emeritus Universidad de los Andes, 10/08/22, with J.P. Soto.
- 2022 Macro Supply Chain Management – Designing SCs in Complex Times, Universidad de los Andes, 05/07/2022.
- 2022 Leveraging Digitalization for Sustainability – The economic, social, and environmental impact of IT, Guest lecture online, Jönköping International Business School, 08/03/2022.

- 2020 La Experiencia del Consumidor, Webinar Alcaldía de Medellín, 10/12/2020, with J.P. Soto.
- 2020 La Re-Activación de las Cadenas de Suministro – ¿Nuevas Oportunidades para las Empresas Colombianas?, Ciclo de Webinars para Empresas y Trabajadores – MinTrabajo, 03/07/2020, with J.P. Soto.
- 2020 Las Cadenas de Suministro Globales – Desde la Ruptura hacia las Opciones de Reconstrucción, Webinar, 11/06/2020, with G. Wilmsmeier.
- 2020 Las Cadenas de Suministro en Tiempos de COVID-19, Webinar, 22/04/2020, with J.P. Soto.

## SCHOLARSHIPS AND ACADEMIC DISTINCTIONS

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- 2013 UASM Distinction in the category ‘Best Professor in Graduate Programs’.
- 2011 UASM Award for ‘Outstanding Teaching in the Graduate Programs’.
- 2011 UASM Award for ‘Assessment of Student Performance’.
- 2010 UASM Award for ‘Outstanding Teaching in the Undergraduate Program’.
- 2010 UASM Award for ‘Best Course Design’.