Tecnológico de Monterrey

First deliverable "Business Analysis"

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Business Analytics Platforms for Organizations (Gpo 131)

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- Business Architecture
  - Business domain where artifacts are chosen that define the company's strategy (SWOT, PESTLE, VALUE CHAIN, etc.)
  - Applications domain mapping the different applications, platforms, and developments that impact and generate value for the company.
  - Data domain where we model how data interacts between the different applications and/or entities.
  - Infrastructure domain where we visualize the use of hardware and software (Sites, clouds, PaaS, etc.) that strengthen the company.
- Analysis of the company's processes
  - Organizational Structure and inspirational values.
  - Key processes of the company, primary and support activities.
  - Definition of the business model of the company.
  - Additional elements that generate value and/or identified differentiators.
  - Identification and mapping of interactions in information systems
- Problem to be solved
  - Identification of client´s needs and requirements.
  - Solution´s scope, how the team will attack the possible solution.

I. Business Architecture

Business domain where artifacts are chosen that define the company's strategy (SWOT, PESTLE, VALUE CHAIN, etc.)
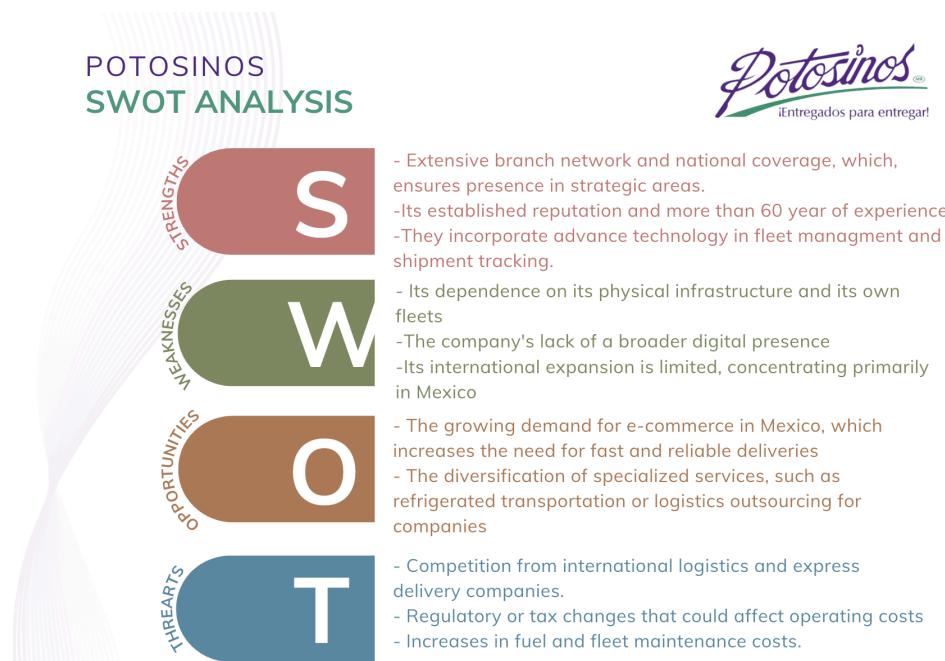

Image 1. Swot Analysis
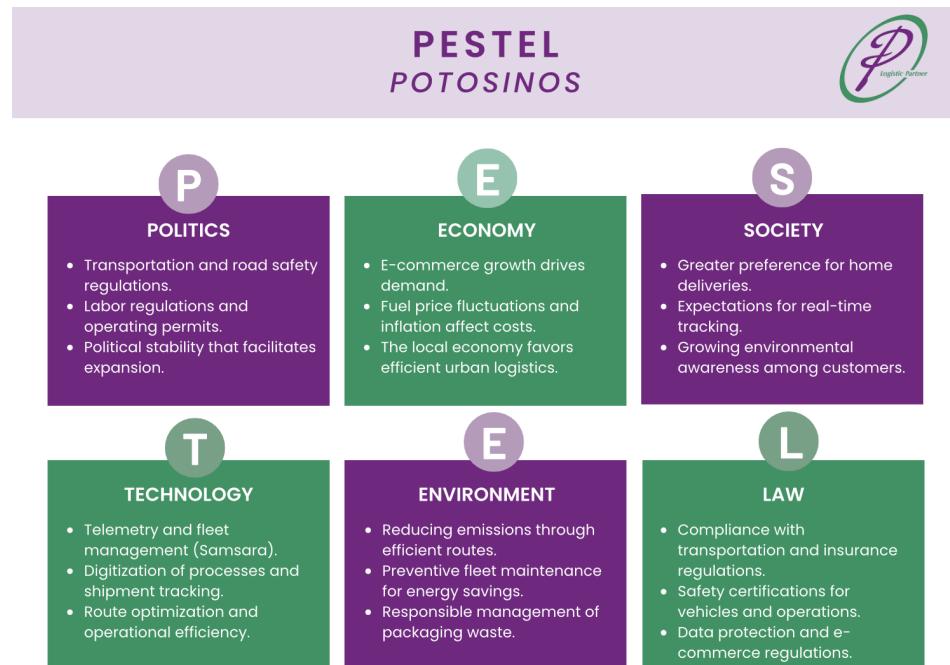
Image 2. Pestel
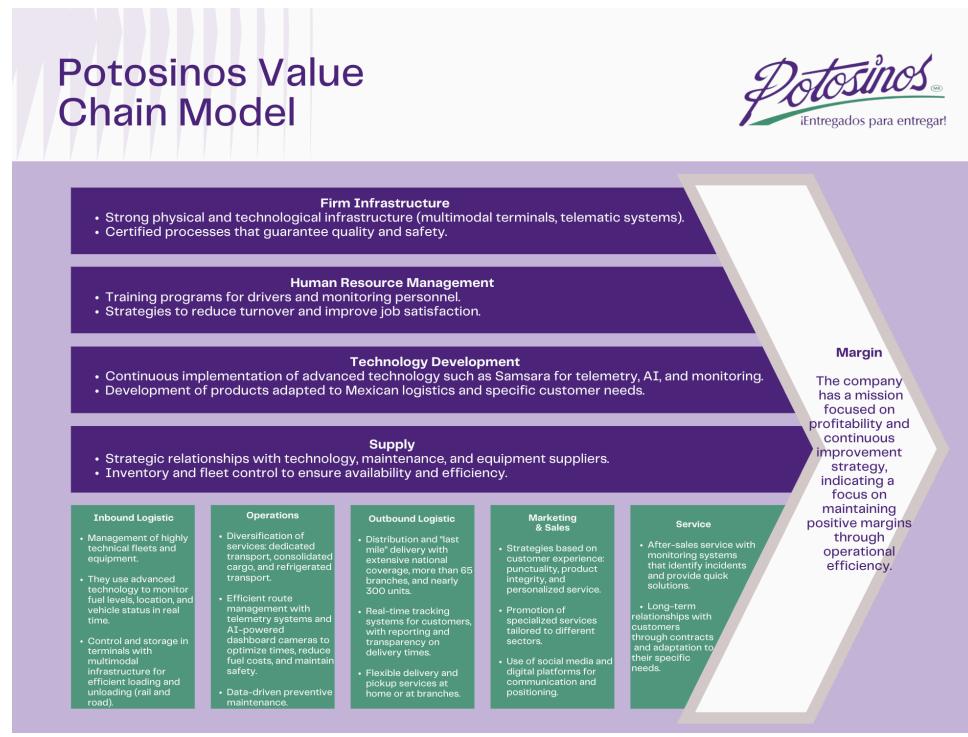
Image 3. Value Chain Model

Applications domain

Potosinos has recently implemented a new Warehouse Management System (WMS) system for tracking their process and inventories. This system was implemented on May, 2nd, 2025. This information is stored in an SQL table structure for subsequent analysis.

Data domain where we model how data interacts between the different applications and/or entities.

The information in DBeaver is stored as SQL tables, thus, this is the data structure and architecture between tables:
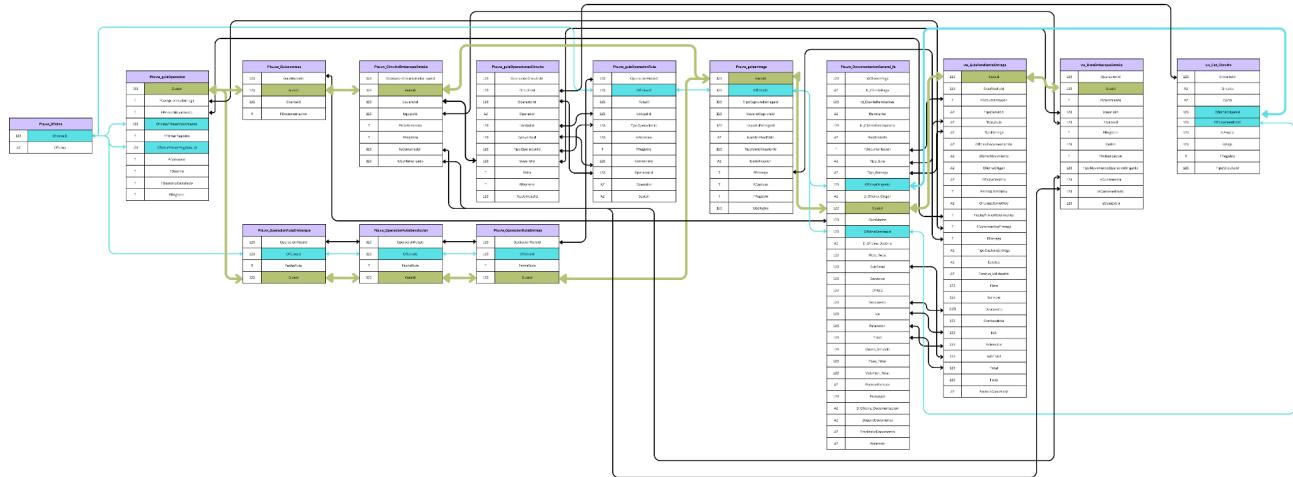
Image 4. SQL connections

As we can see, "OrderId" is the most common key among tables.

Infrastructure domain where we visualize the use of hardware and software that strengthen the company.

As for today, Potosinos uses 2 main softwares to structure their data and make an analysis:

- PowerBI

  Power BI would be used as an visualization tool, for the creation of dynamic dashboards.

- DBeaver

  DBeaver is being used for the architecture and storage of the information.

II.   Analysis of the company's processes

***Organizational Structure and inspirational values.***
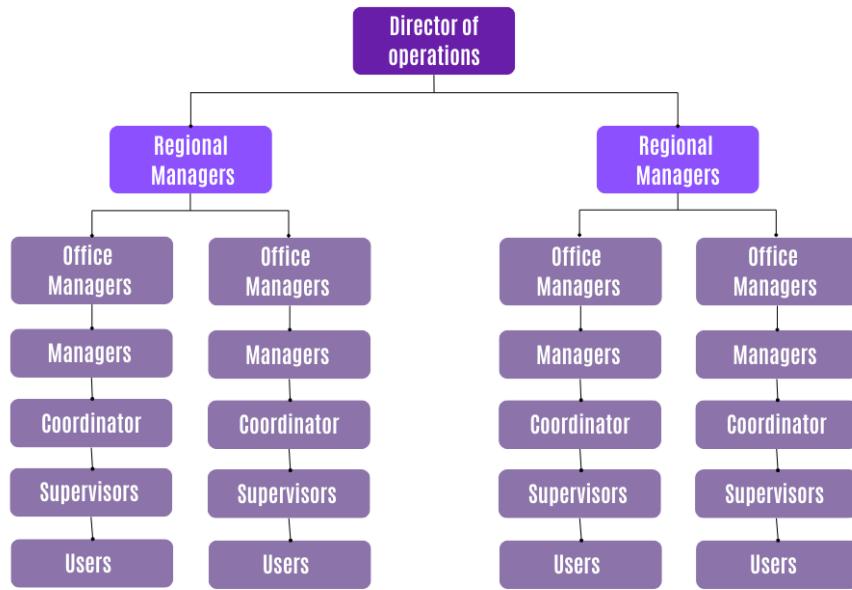
Image 5. Organizational structure

Values:

- <u>Service</u>

  Our passion drives us to exceed our objectives, meeting the needs of internal and external clients. We constantly challenge ourselves to never be satisfied and to provide a service of excellence (Potosinos, n.d.).

- <u>Human sense</u>

  We respect and take care of our talent, challenging them with a solid life and career plan to establish a balance in their personal and professional life (Potosinos, n.d.).

- <u>Safety</u>

  We think, act, and execute with safety, promoting everything necessary to take care of our employees, processes, facilities, and assets. For potosinos, safety comes first (Potosinos, n.d.).

- <u>Integrity</u>

  We maintain a permanent commitment with veracity, and we are consistent between what we do, think, and say (Potosinos, n.d.).

- <u>Legacy</u>

We leave a mark. We understand the role we play in transforming our country, society, and environment. Thus, we generate ideas and make them a reality, take risks, and learn from our mistakes (Potosinos, n.d.).

Key processes of the company, primary and support activities.

The most important processes carried out by Transportes Potosinos are divided into primary and support activities. Primary activities include receiving and sorting packages, where each shipment arriving at the branch is captured in the system and classified according to its priority, destination, weight, and size. This activity is central to properly organizing logistics and ensuring that all packages are delivered. Transportation and distribution are then organized, which refers to transporting the package from the origin branch to the destination branch or even directly managing delivery to the end customer. This process includes route planning, truck and driver assignment, shipment tracking, and more. All of this constitutes the concept of timely and efficient delivery.

The last mile, or delivery to the end customer, is another primary activity process. It is when packages reach the recipient, either at the agreed-upon address or at a specific pickup point. As a tool to increase transparency and customer satisfaction, mobile applications are sometimes used to confirm delivery and provide live customer updates.On the other hand, incident management and customer service are equally essential among the primary activities. In the event of delays, loss, or damage to packages, the company will seek a quick solution, inform the customer of the delivery progress, and offer compensation if appropriate, which builds trust and brand reputation.

As for support activities, they do not add value to the customer, but are necessary for the proper execution of the primary activities. One of them is fleet management and maintenance, which ensures that all vehicles are in the best possible condition through periodic vehicle inspections, mileage monitoring, and GPS technology updates. Another highly relevant activity is technology and information systems management, where platforms like Samsara and internal

systems will facilitate package tracking, route optimization, and work activity analysis, supporting data-driven decisions and increasing operational efficiency.

HR management and training are also key support tools, ensuring that branch staff and drivers are properly trained in customer service and safe merchandise handling. On the other hand, purchasing and supplier management ensures the efficient acquisition of vehicles, fuel, packaging materials, and outsourced services, maintaining continuous operations and controlling costs. Finally, financial management and internal control allow for strategic management of income, expenses, and budgets, ensuring the company's sustainability and facilitating reinvestment in operational and technological improvements.

***Definition of the business model of the company.***

MODEL OF CANVAS

Key Partners
- Subcontracted carriers.
- Marketplaces/3PLs/fulfillment partners.
- Customs brokers & US carriers for cross-border.
- Fuel suppliers, tire/maintenance shops, insurers, security escorts.
- Technology vendors.
- Financial partners

Key Activities
- Network planning
- Pickup → sort → line-haul → last-mile execution & monitoring.
- Route optimization, capacity planning, partner management.
- Security & risk management; incident/claims resolution.
- Billing/CFDI & Carta Porte generation; audit & collections.
- Product & tech development
- Quality & continuous improvement

Key Resources
- Network assets.
- People: drivers/operators, dispatch, security, maintenance, CS, KAM, compliance.
- Tech stack.
- Permits & policies
- Brand & relationships with enterprise buyers and marketplaces.

Value Proposition
- Nationwide, reliable delivery.
- Real-time visibility.
- Compliance by design.
- Secure operations on high-risk corridors.
- Easy integration: APIs/EDI, shipping labels, web portal, bulk upload.
- Returns & reverse logistics.
- Flexible network.
- Transparent pricing.
- Time prioritization.
- Sustainability reporting (CO_2 per shipment, eco-driving programs).

Customer Relationships
- Contracted SLAs, onboarding playbooks, QBRs.
- Dedicated KAM for enterprise, success reps for SMB.
- Proactive exception alerts, incident desk, claim handling.
- Knowledge base, API docs, sandbox; training for ops teams.

Channels
- Direct sales .
- Website & B2B self-service portal.
- APIs/EDI integrated to ERPs/e-commerce platforms.
- Alliances with marketplaces, 3PLs/brokers, fulfillment centers.
- Customer service.

Customer Segments
- **B2B:** manufacturers , retail & CPG, pharma and wholesalers.
- **E-commerce sellers & marketplaces:** brands, SMBs, DTC stores, marketplaces needing nationwide delivery & returns.
- **Cross-border (MX↔US):** nearshoring suppliers needing bonded moves and brokerage partners.
- **SMEs** with recurring lanes, pickups, and simple SLAs.

Cost Structure
- Fuel & tolls, maintenance and tires.
- Driver wages, overtime, training.
- Insurance and security.
- Facility rents, utilities, sortation equipment.
- IT licenses, cloud, development, devices.
- Claims/mermas, reattempts, customer service.
- Sales/KAM, marketing, admin & compliance costs.

Revenue Streams
- Freight charges per shipment/zone/kg/volumetric.
- Value-added services: COD, declared value/insurance, special handling, pickups, Saturday/after-hours, storage/cross-dock fees, returns, POD certificates, customs brokerage partner fees.
- Contracted lanes for B2B.
- Cross-border services .

Image 6. Business Model Canvas

Identification and mapping of interactions in information systems

1-CRM: alta de clientes, acuerdos y precios.

2-Portal/OMS: cotizar, crear guías, imprimir etiquetas, tracking web.

3-TMS: planeación/ruteo, despacho, eventos de envío, ETA.

4-Driver App (POD): tareas, navegación, entrega (foto/firma).

5-Telemática/IoT: GPS/velocidad/alertas de unidades.

6-e-Invoicing/CFDI: timbrado y Carta Porte 3.0.

7-ERP: contabilidad, CxC, pagos.

8-BI/DWH: reportes y KPIs (OTIF, costos, NPS).

III.   Problem to be solved

Identification of client´s needs and requirements.

The overall challenge is to turn Potosinos' raw operational data into a visual dashboard that helps understand the processes performance, and their role in the bigger picture, without needing a spreadsheet or a meeting to figure each processes' issues out.

Behind this effort, Potosinos is seeking consistent operational performance across all regions, ensuring that deliveries happen on time, incidents are minimized, and workers are empowered to take ownership of their works. These improvements ultimately contribute to a stronger customer trust, higher retention, and a reputation for excellence which will lead Potosino's long-term growth.

Solution´s scope, how the team will attack the possible solution.

Our team's goal is to highlight performance and operational efficiency, but always through a human lens recognizing that the worker is the real creator of value. *(Marx K,* 1867) Because it is the drivers, operators, and staff who give true meaning to every delivery and process of Potosinos'. We aim to make their work visible and understood throughout insights that empower people and not just processes.

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