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I thought the motivation for this analysis was really intriguing. I did not know that last-mile logistics accounts for 50% of supply chain emissions, but knowing this fact it makes sense why this area is a great candidate for a problem that could be improved. Additionally, I really liked the background information that was provided and I think it really helped to frame the issue and also contextualize the subject for a stakeholder that might not be as knowledgeable about it. That being said, I am unsure of the strategy used to address this problem. It seems like the main questions used to help solve the problem are: “how big of a problem is carbon emissions in e-commerce?”, “which parts of the e-commerce supply chain have the most emissions?”, and “how long does package delivery take?”. Asking how big of a problem carbon emissions are is good information for the background section, but I think it might not be as helpful for finding ways to reduce emissions. From my perspective, if the stakeholder has asked for this issue to be solved then they already see it as big enough of a problem to act on and they don’t need further reasons for why they should. I do think that there are some important findings in the analysis for this section, especially the factors for why last-mile delivery is so carbon-intensive which could give rise to some suggestions to reduce it. I think this information would fit better with a question like the second one, “what parts of the supply chain are most energy-intensive?”, which would highlight areas that could be improved.

I think that the second question is one of the stronger sections of the report, but I am concerned that it interrupts the flow of the paper. For much of the first half of the paper it heavily emphasizes last-mile deliveries and how they are a major contributor to the carbon footprint of e-commerce, but then it seems to zoom out and discuss other parts of the overall chain that could be improved before diving back into last-mile deliveries for the last question. Switching back and forth from last-mile deliveries and general e-commerce supply chains could be slightly confusing. I think there are a few ways to address this, one way could be to start with the big picture and discuss the e-commerce supply chain as a whole before focusing in on last-mile deliveries as a specific area to target. Another way would be to reframe the problem and exclusively look at ways to improve the last-mile delivery, narrowing the scope of the problem. I think either method would really help improve the structure of the report and make it flow more smoothly. One other suggestion for this question would be to add more quantitative information and statistics to help give a better sense of the problem areas.

For the last question, although I think the data and visualization on delivery times in Shanghai is really interesting, I'm not sure about its connection with the core problem of e-commerce sustainability. I do believe that delivery times are probably correlated with emissions, but I think it may be an incomplete part of the entire picture. By this I mean there are other important factors to include with delivery times, such as the type of transport, the total number of packages and stops the deliverer has to make, how much of the delivery time was spent driving vs walking up to a house or into an apartment complex and many others. Because of this, it may be more difficult to understand how delivery time affects emissions. I think it is important to spell out the relationship between your data and the problem, otherwise the reader may not be fully convinced how correlated delivery times are with total last-mile emissions.

Some remedies for this could be some data to show that delivery time is the most important factor for emissions or how correlated the two factors are, additional data on other aspects of the delivery to paint a better overall picture of how emissions are formed, or giving data directly about the amount of emissions produced. Finally, having data on only Shanghai may make the analysis less generalizable unless the report was solely focusing on China, so it may be good to find data for larger regions. However I do realize that data for this subject may be difficult to source as stated earlier in the report so I understand if some of these suggestions were not possible to implement. Overall I think this is a very creative topic with a lot of great information in the report and with some streamlining and improvements it could become stronger.