

# **Success Factors Comparison in the Logistics Clusters Located in East Asia-Pacific, North America, and Western Europe. A Systematic Literature Review**

**Rubén Rendón Benavides**

Bachelor's Student in Industrial and Systems Engineering  
Universidad de Monterrey  
San Pedro Garza García, NL, 66238, Mexico  
[ruben.rendon@udem.edu](mailto:ruben.rendon@udem.edu)

**Teresa Verduzco-Garza**

Division of Engineering & Technologies, Department of Engineering  
Universidad de Monterrey  
San Pedro Garza García, NL, 66238, Mexico  
[teresa.verduzco@udem.edu](mailto:teresa.verduzco@udem.edu)

## **Abstract**

Success factors that impulse regional growth, such as networks, integration, and efficiency, have been used and taken advantage of to enhance the logistics clusters located worldwide. Although the success factors play an absolutely necessary role in improving logistics-related activities and operations, there is a knowledge gap in the literature regarding their role as an instrument that can boost economic growth. Therefore, the purpose of this paper was to identify and subsequently compare the success factors in the logistics clusters in three key specific regions: East Asia-Pacific, North America, and Western Europe. This paper employed a systematic literature review methodology, which identified 50 publications. The research characteristics and objectives were evaluated using a bibliometric analysis identifying a high concentration of articles and publications focusing on describing the technology, and innovation in the regions of East Asia-Pacific and Western Europe as principal and more important elements of the literature review. The findings obtained suggest that the identified success factors that increase the regional growth are equivalent in function among the three regions. This conclusion brought in the opportunity to suggest the proposition of empirical investigations to gather more information in order to improve the logistics operations within the logistics clusters worldwide.

## **Keywords**

Logistics Clusters, Success Factors, Competitiveness, Regional Growth, Supply Chain Management, Bibliometric Analysis and Systematic Literature Review

## **1. Introduction**

In the late 90s Michael E. Porter was the first academic and professional who presented the concept of an entity called cluster, he expresses that the clusters are geographic concentrations of interconnected companies and institutions in a particular field and that the clusters encompass an array of linked industries and other entities important to competition. (Porter; 1998) As a member of a cluster, the enterprise that belongs to the cluster has access to the latest technologies, improves their productivity by lowering the firm costs, and has a skilled workforce.

Over time, logistics-related businesses began to explore the economic benefits of being part of a cluster which enterprises had in common the transportation, warehousing, distribution activities. In 2012, Yossi Sheffi introduces the concept of logistics clusters, which are intensive clusters are agglomerations of several types of firms and operations that must have 3 characteristics in common: the firms have to provide logistics services, the logistics operations of the firms are an essential element, and the operations of companies for whom logistics is a large part of their business. (Sheffi; 2012)

Through globalization, the firms seek to increase their productivity, reduce costs, and be more innovative with the aim of improving its competitiveness. In exchange of being more competitive, the firms enter to clusters, among all the concentrations, the logistics clusters are an essential element in the competitiveness of the countries and the region they belong.

Nowadays, the logistics clusters are engaged in adding value to the companies that belong to the cluster through collaboration and relationships; by this, airlines, logistics providers, shipping lines, and storage and warehousing companies can take into account the advantages that are present and available for them, as a benefit for being an active member of the logistics cluster. As well, the logistics clusters use the technological advances and developments that are available in the international market, so the firms can stay competitive in the sector they belong. On the other hand, although the enhancements are impressively valuable, there is a wide range of benefits that is still uncovered by the logistics clusters.

Currently, the major global logistics clusters are grouped into three strategic geographic areas, East Asia-Pacific, North America, and Western Europe. This zones generate certain economic growth to the countries that are highly involved in logistics-intense operations. One of the principal operations which by the logistics clusters are greatly known, are the logistic services they provide in principal locations as Singapore, Netherlands, Spain, Tennessee, and Panama, among others. The logistics clusters, are there, in specific and strategic locations, to reduce costs and increase efficiency in their operations by promoting competitiveness in the logistics chains of production, transport and distribution.

In order to ensure and maintain their competitiveness, the Logistics Clusters need elements that can promote their success in their region. The elements they need, are certain success factors than can boost the competitiveness of the cluster in the region. This factors help directly to the logistics clusters to achieve their goals in the future. The success factors work together with the efforts the firms made to keep the performance the enterprises need in their industries. At the moment, there is no available knowledge that can help the logistics clusters to perform better in their daily activities.

The logistics clusters in the three regions before mentioned are not using at all this success factors to meet their client requirements and meet their organization objectives through a better supply chain management following the strategies that can achieve the people, services and products solutions. The research focuses in the identification and comparison of the success factors in the three regions, so the logistics clusters can boost the economic growth in their region and can implement better operations and activities to satisfy all kind of logistics companies or other sectors that interact with the logistics clusters.

## 2. Research Methodology

This research was conducted by a literature methodology, so all the best available scientific knowledge was reviewed properly. Considering this research as a Bachelor's Thesis, the proposed methodology options were the following: Systematic Literature Review and Meta-Analysis.

The main purpose in selecting a literature methodology which could identify, select, analyze, classify and evaluate the existing body of knowledge, consisted in generate more consciousness with respect to the impact of the success factors of the logistics clusters in their daily activities and operations worldwide. Likewise, as a relevant and valid method of research, the academic institutions, the logistics-related industries and the future researchers could be benefited from the findings of this research.

The principal difference between both methodologies proposed consists that the Meta-Analysis is a systematic method that involves a quantitative analysis of multiple study outcomes to reach conclusions regarding an intervention. Often these studies are different in their design and conduct. (Onitilo; 2014), while the Systematic Literature Review is a method of evidence-based research that consists in following a rigorous selection of published scientific papers through a search protocol with a defined scope and order of execution. (Espitia, Sánchez, & Galvis; 2016)

In order to conduct the research by selecting the best methodological approach, a comparison was elaborated, Table 1, in which the mainly differences between the Meta-Analysis and the Systematic Literature Review methods, were evaluated and contrasted.

**Table 1.** Comparison of the Literature Methodologies, Meta-Analysis vs Systematic Literature Review

Criteria	Meta-Analysis	Systematic Literature Review
<i>Answer a given research question</i>	✓	✓
<i>Search protocol with a defined scope</i>	✓	✓
<i>Identify, appraise and synthesize all the empirical evidence</i>		✓
<i>Rigorous selection of published scientific papers</i>		✓
<i>Evidence-based research method</i>		✓
<i>Quantitative analysis of multiple study outcomes</i>	✓	

Based on the outcomes of the comparison, the Systematic Literature Review was approved and selected as the valid approach to conduct the research. Additionally, the Table 1 showed that the Systematic Literature Review attempts to identify, appraise and synthesize all the empirical evidence that meets pre-specified eligibility criteria to answer a given research question while the Meta-Analysis is a statistical assessment of the data provided from multiple studies or sources that attempt to ask/answer the same question. (Piper; 2013)

### 2.1 Identification of the Research Question

In order to address the research properly, a research framework was elaborated with the aim of providing better research outcomes. The research framework includes the problem description, the research questions, the primary and secondary objectives, the hypothesis, the deliverables, the research importance, and finally the research contribution.

Regarding the problem description, in the available articles and publications, it can be said that, in general, the success factors within the logistics clusters have been covered vaguely in the existing literature. McGinnis, Spillan, Kara, & Domfeh; 2012 express that the authors suggest that cross-cultural logistics/supply chain management research has the potential to enrich our understanding of logistics/supply chain management strategy commonalities and differences among disparate economies. Then, the problematic has manifested a particular necessity in the literature to develop investigations about how the success factors improve the internal management and operations within the logistics clusters, in order to provide the best value-added services and activities they possibly can.

### *Research Questions*

With respect to the research questions, two questions were conceived to enrich the research; the first one: *Are there some success factors that predominate in the logistics clusters located in the regions of East Asia-Pacific, North America, and Western Europe?*; and the second one: *And if there are, how equivalent those success factors are within the regions?* Considering equivalent as how the success factors are equal primary in function, then in amount, meaning and value, among others. (Oxford Dictionary; 2017)

### *Primary and Secondary Objectives*

Relating the primary and secondary objectives, the success factors play an indispensable role in the fulfillment of the daily objectives of the logistics clusters. To achieve this goals, it is needed an effective internal coordination to develop and increase their operations regionally and worldwide.

In order to do so, the primary objective was defined as the following: *Identify and compare the success factors within the logistics clusters between the regions in East Asia-Pacific, North America and Western Europe.* And for the secondary objective it was decided to: *Identify by region the equivalences between the success factors*, so later on the researchers could *Define each success factor*.

Talking about the research importance, in the current literature there is a necessity in obtaining more enriching knowledge that can be advantageous for the logistics operations and the enterprises that belong to the logistics clusters in the three regions. Likewise, to contribute with new dynamic knowledge to the academic and scientific community. As well, the research has a contribution to both communities; at first hand, *the research will contribute to the scientific community with new evidence in the literature*; in a secondary way, *the investigation could be used as a baseline and guideline for future researchers that look to close the knowledge gap in the existing literature*; and finally, *the research will contribute the logistics enterprises to form successful logistics clusters in the near future*.

## **2.2 Research Design**

This paper employed an appropriate methodological approach named Systematic Literature Review based on the advantages that it offers regarding the analysis and collection of the available information that is in the data bases. Furthermore, the chosen methodology favors the comprehension of the relevant studies addressed previously by providing accurate knowledge of the theme investigated.

**Table 2.** Systematic Literature Review Phases and Steps Employed in the Research

<b>Phase</b>	<b>Step</b>
<i>Planning</i>	<i>1. Identification of the Research Question</i> The research team has to formulate a clear, well-defined research question of an appropriate scope.
	<i>2. Research Design</i> The research team should clearly state the criteria that is going to be used to determine whether or not a study will be included in the search.
	<i>3. Literature Review</i> The research team must run the searches in the databases that they identified as relevant to the topic.
<i>Conducting</i>	<i>4. Selection of Literature and Study Quality Assessment</i> The research team has to start with a title/abstract screening to remove studies that are clearly not related to the topic.
	<i>5. Data Extraction from the Selected Literature</i> The research team should use a spreadsheet, or systematic literature review software, to extract all relevant data from each included study.
<i>Reporting</i>	<i>6. Data Synthesis of the Selected Literature</i> The research team must use a statistical method to assess the potential information of studies in regards to the study design and other factors.
	<i>7. Reporting and Dissemination</i> The research team has to provide recommendations for practice and policy-making. If sufficient, high quality evidence exists, the research has to fill the existing gaps in knowledge or to strengthen the body of evidence.

To conduct the methodology selected, a three-phase and seven-step research method was adapted, [Table 2](#), combining a model proposed from ([Cornell University; 2016](#)), and a publication about a Methodology for Developing Evidence-Informed Management Knowledge by ([Tranfield, Denyer, & Smart; 2003](#)). As well, another Systematic Literature Review article, ([González & Van Aken; 2016](#)), was consulted to appreciate the approach of the methodology into another subject area of application. Likewise, the research design was elaborated to provide the best possible guideline at the moment of conducting the research by the methodology chosen, so the research questions could be answered and the objectives accomplished.

### 2.3 Literature Review

For the literature review, there were used a variety of online databases as search tools to identify and select relevant articles and publications. The main sources were Emerald Insight, ProQuest, Web of Science, and Wiley Online Library due to those databases are the ones the research team had access to. Additional significant articles and publications were identified and selected using the EBSCO Host database.

All the literature available that was reviewed before the selection of the potential articles was registered, [Table 3](#), so the research team could have a record of the articles and publications, and not count and review them twice. Moreover, to review the articles available, in the search area of the databases, the research team elaborated the following Boolean searches:

Search 1: “Logistics Clusters”

Search 2: “Logistics Agglomerations”

Search 3: *Logistics Clusters AND/OR Regional Growth AND/OR Success Factors*

**Table 3.** Register of the Complete Literature Reviewed

Database	“Logistics Clusters”	“Logistics Agglomerations”	Logistics Clusters + Regional Growth + Success Factors	Total
<i>EBSCO Host</i>	7	17	479	503
<i>Emerald Insight</i>	12	2	571	585
<i>ProQuest</i>	15	0	-	15
<i>Web of Science</i>	13	0	-	13
<i>Wiley Online Library</i>	27	1	-	28
<b>Total</b>	74	20	1,050	<b>1,144</b>

Once finished the literature review process, all the literature that could be analyzed within 3 weeks, the research team obtained the conclusion that among the 1,144 articles analyzed, not all of them were related to the topic or the theme of the investigation, so later on those publication were discarded based on the methodology approach previously selected.

### 2.4 Selection of Literature and Study Quality Assessment

For the assessment proceeding, the articles were selected if they fulfill several criteria being the publication’s date the first filter in order to collect and register the journal articles reviewed. The date gap was open just with the restriction that the journal of the publication reviewed had to appear in the Scimago Journal Rank (SJR) although the logistics clusters topic began to grab the heed of the academic and scientific community since Yossi Sheffi publications in 2012. The second filter consisted in selecting the papers that belonged to the first quartile and the second quartile in the Scimago Journal Rank.

In this step, the research team created a matrix to register an unique key for each article reviewed with the following information: the date of review, the university of the database, the database, the library, the journal, the SJR subject area, the SJR quartile, the year, the volume, the pages, the authors, the publication title, the first keyword, the second keyword, and the third keyword.

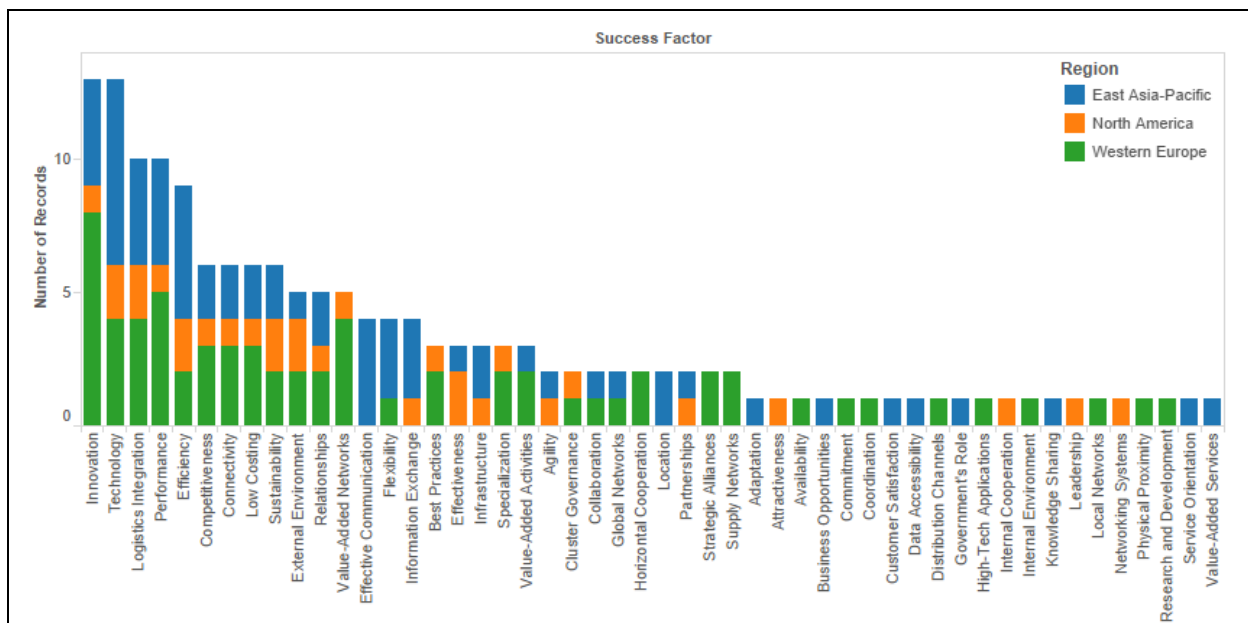
In order to select and approve the articles, the publications had to fulfill principally the Scimago restrictions before mentioned; and secondly, in the text content had to appear the success factors in an explicit or not explicit way, specifically in the abstract, introduction or conclusion of the articles read. After the selection and registration of all the articles that fulfill the previous conditions, 50 articles of 1,144 articles (4.37%) were selected and analyzed with the software *Tableau* to assess, compare and identify the elements of the information content the articles have.

Once finished the selection of the final articles, a process of filtering the success factors began, [Table 4](#), with the aim to discard all the success factors that were not aligned to the theme of the research. At the beginning there were 87 success factors identified, which after a sequence of 4 filters that was applied to the register in order to correct, improve and enrich the quality of the information obtained from the articles selected, the filtering process ended with 50 success factors among the three regions.

**Table 4.** Sequence of Filters to Reduce the Amount of Success Factors

Filter	Description	Number of Success Factors Registered
-	Before the filtering sequence.	87
First	Filtering by discarding irrelevant success factors.	78
Second	Filtering by grouping similar success factors based on the written form thereof.	65
Third	Filtering by grouping similar success factors based on their content or meaning thereof.	55
Fourth	Filtering by grouping similar success factors based on the research team knowledge.	50

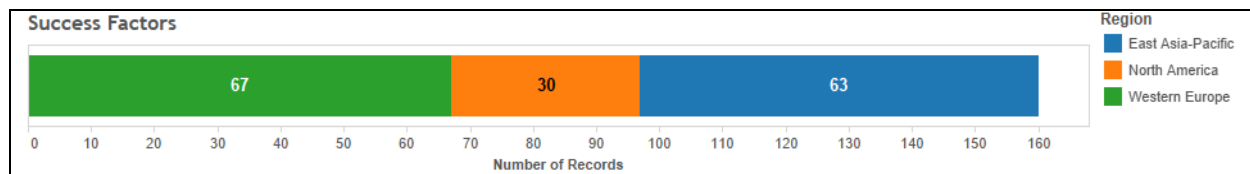
After the success factors were cleaned and filtered, the research team updated the register of the success factors and their occurrences in the 50 articles and publications already selected. Finally, it was obtained a total of 160 repetitions of the final 50 success factors defined and established. In the [Figure 1](#), it can be seen that the top 11 success factors, the ones with the highest registers, are present in the 3 regions, specifically more in East Asia-Pacific and Western Europe than in North America.



**Figure 1.** The graph represents all the success factors identified in the articles by region, being Western Europe in color green, North America in color orange, and East Asia-Pacific in blue. In the graph the x axis represents the 50 final success factors and in the y axis the quantity recorded of each of them in the 50 articles selected.



As well, in the [Figure 2](#), it can be appreciated that the region that has the highest record of success factors is Western Europe with 67 occurrences, due to in the databases there are more available articles related to the logistics clusters and their operations and activities in this region compared East Asia-Pacific and North America.



**Figure 2.** The graph represents all the 50 success factors identified and their 160 appearances in the articles by region, being Western Europe in color green, North America in color orange, and East Asia-Pacific in blue.

## 2.5 Data Extraction from the Selected Literature

After the identification of all the success factors and their respective registers in the articles previously selected, the research team decided to elaborate social network graphs created by the application *NodeXL Excel Template 2014*. By social network graphs, it meant to create charts to visualize and appreciate better the direct and indirect interactions of the 50 success factors within the 50 articles selected and how they are related.

At first instance, there was elaborated a Bibliometric Analysis to acknowledge the connections of the success factors in the current literature. This analysis supported the research with respect to which success factors are more connected between them due to possibly some success factors are a cause or an effect of other ones, as some authors suggested.

In the [Figure 3](#) it can be visualized the 173 connections that were made between the success factors of the same journal and the direct links with the same success factors of the journals left. In the graph, the vertices, also called nodes, represent the success factors of the logistics clusters while the edges, also known as links, represent the relationship of the success factors within the logistics clusters.

In order to appreciate more about the interactions of the success factors, an analysis of the connections was made but by grouping the success factors into clusters, [Figure 4](#), that shows the interactions of the success factors of the cluster they belong, and the connections with other specific success factors of other clusters. Based on this analysis, 8 groups were established to group all the 50 success factors with their respective interactions.

Both charts, [Figure 3](#) and [Figure 4](#), facilitated the appreciation of the connections between the success factors; the ones with more connections are the innovation, the technology, the logistics integrations, the performance, and the efficiency due to the articles selected stated and talked about the benefits of the use of this success factors in the logistics activities and operations. As well, once they were established into a cluster, it was interesting to visualize that the success factors with more registers were the key success factors of the different clusters; also, those success factors were the bridge to connect success factors with low appearances with the other success factors of each cluster.

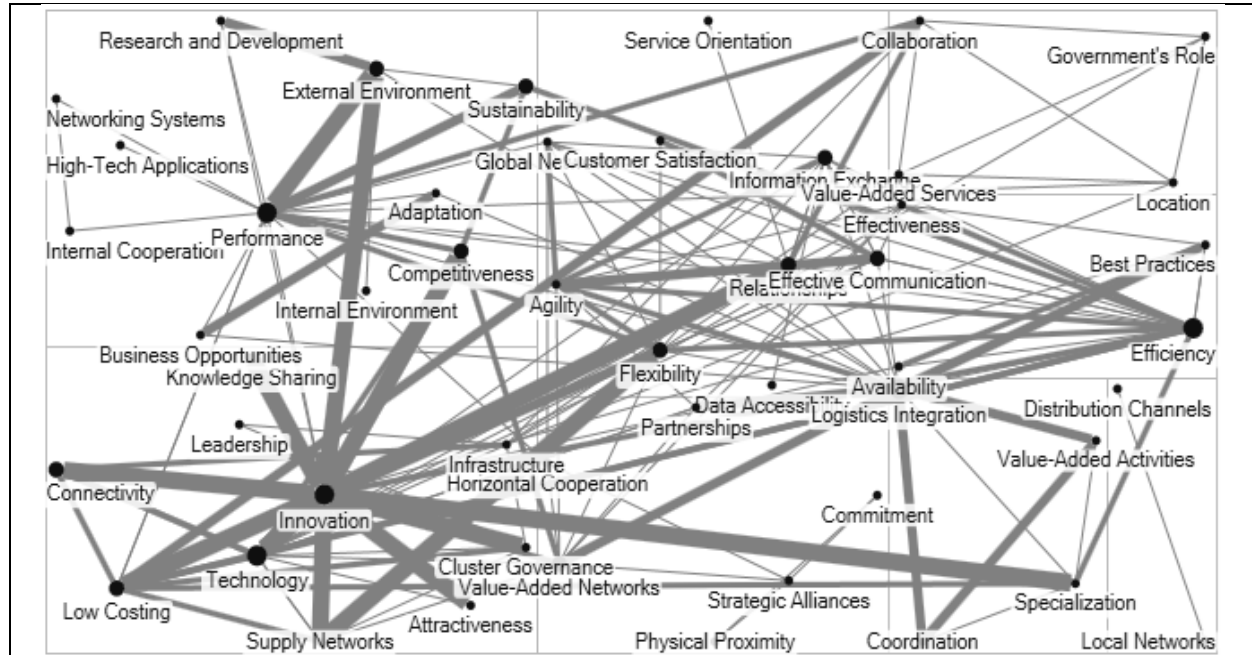
Additionally, according to the existing literature, the enterprises that are looking forward to form and create logistics clusters, can look in which success factors affect more their environment and which ones are essential to the consolidation of it. The enterprises could take an exponential advantage depending on the region they are located to boost their growth due to some success factors improve and promote the connections of the success factors left and the internal cluster management performance.





<b>Table 5. Success Factors Grouped by Clusters</b>	
<b>Cluster</b>	<b>Success Factors</b>
<i>Strategical Management Capabilities</i>	Adaptation, Business Opportunities, Competitiveness, External Environment, High-Tech Applications, Internal Cooperation, Internal Environment, Networking Systems, Performance, Research and Development, and Sustainability
<i>Internal Process Capabilities</i>	Attractiveness, Cluster Governance, Connectivity, Infrastructure, Innovation, Knowledge Sharing, Leadership, Low Costing, Supply Networks, and Technology
<i>Global and Technological Capabilities</i>	Agility, Customer Satisfaction, Data Accessibility, Effective Communication, Flexibility, Global Networks, Information Exchange, Relationships, and Service Orientation
<i>Operational Logistics Capabilities</i>	Commitment, Horizontal Cooperation, Partnerships, Physical Proximity, Strategic Alliances, and Value-Added Networks
<i>Coordination Capabilities</i>	Coordination, Logistics Integration, Specialization, and Value-Added Activities
<i>Time Based Capabilities</i>	Availability, Best Practices, Effectiveness, and Efficiency
<i>External Process Capabilities</i>	Collaboration, Government's Role, Location, and Value-Added Services
<i>Channels and Networks Capabilities</i>	Distribution Channels, and Local Networks

Finally, in the Bibliometric Analysis, a network graph was made, [Figure 5](#), so the connections between the success factors were enhanced to see which success factors had connections among them, or even between clusters. The main purpose of analyzing the success factors by this method consisted in obtaining information about which factors could be the cause or the consequence of others, or which success factors have to be used together in order to maximize the revenues and profits of the logistics clusters, and increase their regional competitiveness.



**Figure 5.** Bibliometric Analysis by Network; in the network graph it can be noticed the connections by cluster of all the 50 articles selected. In the chart the connections have a size, so the ones that are wider represent a higher interaction among those pair of success factors.

## 2.6 Data Synthesis of the Selected Literature

As a part of the synthesis of the literature collected, each success factor was defined based on its application in the three regions. There is one definition per factor due to the meaning in the three regions is the same, even if the application of each success factor or the context of the articles is different. In the Table 6, it can be appreciated the top 11 success factors recorded. The definition of each success factor was considered by its applicability among the three regions in order to boost the competitiveness regionally, so the logistics clusters can increase their performance.

**Table 6.** Success Factors Definitions

<b>Success Factor</b>	<b>Definition</b>
<i>Competitiveness</i>	All the actions and plans performed by the logistics cluster to become more successful than other clusters and enterprises in order to compete in the sector.
<i>Connectivity</i>	The interactions between the enterprises that belong to the logistics cluster, could be physical connections and/or electronic connections.
<i>Efficiency</i>	A measurement of performance used by the logistics cluster to trace their resources and the successful application thereof.
<i>External Environment</i>	All the conditions that influences the participation and affect the activities of the logistics cluster in the market, could be represented by opportunities and threats.
<i>Innovation</i>	The capability of the logistics cluster to introduce new ideas and methods to increase and maintain their performance.
<i>Logistics Integration</i>	All the logistics systems implemented altogether for the logistics cluster to provide the best supply chain operations services in the region.
<i>Low Costing</i>	The strategic costs the logistics cluster defines to operate in the region and in the sector fulfilling the demands of the customers.
<i>Performance</i>	The outcome of the actions and plans executed by the logistics cluster.
<i>Relationships</i>	The interactions and relations between the enterprises that belong to the logistics cluster, so they can make deals and become closer partners.
<i>Sustainability</i>	The ability of the logistics cluster to be sustained by their own resources without complications.
<i>Technology</i>	All the devices, equipment and systems the logistics cluster uses to accomplish their operations.

## 2.7 Reporting and Dissemination

With respect to the primary objective, *Identify and compare the success factors within the logistics clusters between the regions in East Asia-Pacific, North America and Western Europe*, the success factors were identified before the Bibliometric Analysis in order to do the comparison. The differences in the regions and the number of records per success factor ended in the conclusion that the North America region had the lowest record of success factors compared to the two others, this can reflect that in the databases analyzed there is not as much literature related to the logistics clusters in North America compared to the regions of East Asia-Pacific and Western Europe.

For the research question, *are there some success factors that predominate in the logistics clusters located in the regions of East Asia-Pacific, North America, and Western Europe?* The answer was affirmative, indeed; there are 11 success factors that are located in the three regions, those factors are INNOVATION, TECHNOLOGY, LOGISTICS INTEGRATION, PERFORMANCE, EFFICIENCY, COMPETITIVENESS, CONNECTIVITY, LOW COSTING, SUSTAINABILITY, EXTERNAL ENVIRONMENT, and RELATIONSHIPS.

Additionally, this 11 success factors were the ones who had the most number of registers in the literature analyzed, and some of them with more than 2 repetitions in the same region. If the 11 success factors are analyzed all together, with the network graphs elaborated it can be said that some of them are the cause or the consequence of the others, and that this 11 success factors are the main reason the logistics clusters are emerging in new regions and having prosperity logistics clusters already established. On the other hand, it should be noted that just 3 success factors from the 11, are the key elements of the success of the logistics clusters worldwide due to those are the ones that interact and connect mostly all the other success factors; this 3 factors are EFFICIENCY, INNOVATION, and PERFORMANCE.

Likewise, for the research question, *and if there are, how equivalent those success factors are?* The research team got the conclusion that based on the literature reviewed and the study made, the success factors in the three regions are equivalent because the meaning of the success factors is the same in all the articles even if the application of the success factor or the content of the article is different or not similar at all.

Regarding the hypothesis, *the success factors within the logistics clusters are equivalent in each region, according to the existing literature*, the research team found out that the success factors are equivalent in all the three regions because the meaning the authors express in their articles is the same based in the definition of equivalent, more specifically the function the success factors perform in the logistics cluster. As a consequence of this equivalences in the three regions the success factors were defined in a standard and simple definition that is applicable in all of regions no matter its applicability or purpose of investigation.

### **3. Conclusions and Future Research**

The following statements were the main findings that were the result of the approach of the SLR implemented in the logistics clusters subject. This results are very encouraging in promoting the logistics clusters research in order to promote the continuity of the investigation and future areas of application:

1. The databases, Emerald Insight and Wiley Online Library have more available articles about the logistics clusters, than the other 3 databases analyzed. Also, in each database there is more literature regarding the logistics clusters and their operations in East Asia-Pacific and Western Europe than in North America.
2. The 50% of the articles chosen for the literature analysis were published in the last 5 years, having a 3 year range between each one (from 2012 to 2015).
3. The International Journal of Physical Distribution & Logistics Management is the main journal in which a researcher could find articles highly focused and related to the subject of the logistics clusters.
4. The Western Europe region has the highest record of success factors with 31 success factors identified. As well, this region has the major repetitions recorded in all the success factors with 8 registers in Innovation.
5. Concerning all the records of the success factors that are present in the three regions, Western Europe encompass the 43%, East-Asia and Pacific the 39%, and North America the 18% left.
6. The already stablished logistics clusters should begin to be more innovative, have more updated technology, and increase their logistics integrations to grow easier and smoother in the region without any kind of conflict.
7. The top 11 success factors are essential to have a well-consolidated logistics cluster no matter the region they are located in, the enterprises should constantly look forward to transform the cluster into a better entity.
8. If a new logistics cluster is going to be created, it should focus in the success factors that belong to the first 3 clusters of the 8 clusters formed as a minimum requirement for an excellent and successful creation process.

With respect to the methodology process and guideline, it can be stated that the approach in using the Systematic Literature Review was in effect extremely useful, so as much available knowledge as possible was obtained. As well, the approach was the indicated to stablish good parameters, specifically in the planning phase, so later on with the Bibliometric Analysis, the methodology and approach favored the visualization and perception of the connections between the success factors in the three regions, and by this it was easier to stablish and conclude which success factors were the key success factors and the more relevant than the other ones.

Also, is important to express for the future researchers that this article contributes with academic and scientific knowledge to provide evidence in the literature that the success factors have a critical impact of the regional performance and efficiency in the logistics clusters worldwide. At the moment, this subject has been vaguely explored, so important contributions to the logistics and supply chain academic and professional sectors could be obtained in the near future to enrich the current literature.

As well, future academics and professionals can continue gathering new findings because this investigation does not close the gap in the literature regarding in terms of research due to this paper just complies the exploratory and descriptive part of a research. One of the suggestions that the research team proposes is to take the success factors as variables to test the cause-effect between them, so later on the researchers can explain better the success factor and how it affects the logistics cluster in a quantifiable way. Also, there is the possibility to explore the impact of the success factors in a whole logistics cluster, making a comparison of the quantifiable impact by region. Another suggestion proposed is that, this investigation could be enlarged by including other regions in which the logistics clusters are emerging, as an example, the Latin American region.

## References

- Cornell University. (2016, August 18). Steps in the Systematic Review Process. Obtained from A Guide to Conducting Systematic Reviews: Steps in a Systematic Review: <http://guides.library.cornell.edu/c.php?g=459012&p=3142201>
- Delgado, M., Porter, M. E., & Stern, S. (2016). Defining Clusters of Related Industries. *Journal Of Economic Geography*, 16(1), 1-38.
- Different. ["Not the same as someone or something else."]. (n.d.). In Cambridge Dictionary Online. Retrieved February 27, 2017, from: <http://dictionary.cambridge.org/es/diccionario/ingles-espanol/different>
- Different. ["Not the same as another or each other; unlike in nature, form, or quality."]. (n.d.). In Oxford Dictionary Online. Retrieved February 27, 2017, from: <https://en.oxforddictionaries.com/definition/different>
- Espitia, F. f., Sánchez, J. j., & Galvis, E. e. (2016). Systematic Literature Review of the Implementation of Knowledge Codification Process. *Proceedings Of The European Conference On Knowledge Management*, 1111-1119.
- Equivalent. ["Equal in amount, value, importance, or meaning."]. (n.d.). In Cambridge Dictionary Online. Retrieved February 27, 2017, from: <http://dictionary.cambridge.org/es/diccionario/ingles-espanol/equivalent>
- Equivalent. ["Equal in value, amount, function, meaning, etc."]. (n.d.). In Oxford Dictionary Online. Retrieved February 27, 2017, from: <https://en.oxforddictionaries.com/definition/equivalent>
- Excel NodeXL (2017, March).
- Farris, J.A. (2006, December18). An Empirical Investigation of Kaizen Event Effectiveness: Outcomes and Critical Success Factors. Retrieved by ProQuest, 2012.
- Hansen, D; Shneiderman, B; Smith, M. (2011). Analyzing Social Media Networks with Node XL. Insights from a Connected World. MK Morgan Kaufman. Burlington, USA.
- McGinnis, M. A., Spillan, J. E., Kara, A., & Domfeh, K. O. (2012). A COMPARISON OF LOGISTICS STRATEGIES AND INTEGRATION IN THE U.S. AND GHANA. *Journal Of Transportation Management*, 23(1), 27-43.
- MIT Center for Transportation & Logistics. (December 27, 2012). Logistics Clusters Trailer (Hi-res). Retrieved from: <https://www.youtube.com/watch?v=NPMYU-OMmS4>
- NodeXL Excel Template 2014 (2017, March).
- Onitilo, A. A. (2014, September). Is It Time for the Cochrane Collaboration to Reconsider Its Meta-Analysis Methodology?. *Clinical Medicine & Research*. pp. 2-3. doi:10.3121/cmr.2013.1188-1209.
- Piper, R. J. (2013). How to write a systematic literature review: a guide for medical students. University of Edinburgh. p. 2.
- PROLOGIS. (2015, August). THE RISE OF GLOBAL. Obtained from LOGISTICS CLUSTERS THE EVOLUTION OF LOGISTICS REAL ESTATE CLUSTERS: [http://www.prologis.com/docs/research/supply\\_chain/LogisticsClustersWhitePaper\\_August2015.pdf](http://www.prologis.com/docs/research/supply_chain/LogisticsClustersWhitePaper_August2015.pdf)
- Piper, R. J. (2013). How to write a systematic literature review: a guide for medical students. University of Edinburgh. p. 2.
- Porter, M. E. (1998, December). Clusters and the New Economics of Competition. *Harvard Business Review*. P. 78. 98609
- Scimago Journal and Country Rank. (2017). Retrieved from: <http://www.scimagojr.com/>
- Similar. ["Something that is similar to something else has many things the same, although it is not exactly the same."]. (n.d.). In Cambridge Dictionary Online. Retrieved February 27, 2017, from: <http://dictionary.cambridge.org/es/diccionario/ingles-espanol/similar>
- Similar. ["Having a resemblance in appearance, character, or quantity, without being identical."]. (n.d.). In Oxford Dictionary Online. Retrieved February 27, 2017, from: <https://en.oxforddictionaries.com/definition/similar>
- Sheffi, Y. (2012). *Logistics Clusters: Delivering Value and Driving Growth*. Massachusetts: MIT Press.
- Tableau (2017, March).
- The World Bank. (2017, January). Global Rankings 2016. Obtained from INTERNATIONAL LPI GLOBAL RANKING: <http://lpi.worldbank.org/international/global>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal Of Management*, 14(3), 207-222. doi:10.1111/1467-8551.00375
- Travis Tokar, (2010), "Behavioural research in logistics and supply chain management", *The International Journal of Logistics Management*, Vol. 21 Iss 1 pp. 89 - 103
- World Economic Forum. (2017, January). The Global Competitiveness Map. Obtained from: Report Highlights: <http://reports.weforum.org/global-competitiveness-report-2015-2016/report-highlights/>

## **Literature Reviewed References**

- Alain Lapointe Yan Cimon, (2009), ""Leveraging intangibles: how firms can create lasting value"", Journal of Business Strategy, Vol. 30 Iss 5 pp. 40 – 48
- Alan Win, (2008), ""The value a 4PL provider can contribute to an organisation"", International Journal of Physical Distribution & Logistics Management, Vol. 38 Iss 9 pp. 674 – 684
- Albert Wee Kwan Tan Zhao Yifei Dali Zhang Olli-Pekka Hilmola , (2014), "" State of third party logistics providers in China "" , Industrial Management & Data Systems, Vol. 114 Iss 9 pp. 1322 – 1343
- Alireza Shokri David Oglethorpe Farhad Nabhani , (2014), "" Evaluating sustainability in the UK fast food supply chain Review of dimensions, awareness and practice "" , Journal of Manufacturing Technology Management, Vol. 25 Iss 8 pp. 1224 - 1244
- Andrew L.S. Goh, (2005), ""Promoting innovation in aid of industrial development: the Singaporean experience"", International Journal of Public Sector Management, Vol. 18 Iss 3 pp. 216 - 240
- Ari-Pekka Hameri Juha Hintsa, (2009), ""Assessing the drivers of change for cross-border supply chains"", International Journal of Physical Distribution & Logistics Management, Vol. 39 Iss 9 pp. 741 - 761
- Brigita Gajšek Bojan Rosi , (2015), "" Stakeholder differences in the understanding of interorganizational concept content as a risk factor The case for a logistics platform "" , The International Journal of Logistics Management, Vol. 26 Iss 1 pp. 107 - 127
- Carlo Gianelle Xabier Goenaga Ignacio González Vázquez Mark Thissen , (2014), "" Smart specialisation in the tangled web of European inter-regional trade "" , European Journal of Innovation Management, Vol. 17 Iss 4 pp. 472 - 491
- Chee-Chuong Sum Lynn Shih-Ju Kow Cheng-Sheng Chen, (2004), ""A taxonomy of operations strategies of high performing small and medium enterprises in Singapore"", International Journal of Operations & Production Management, Vol. 24 Iss 3 pp. 321 - 345
- Chokri Zanzouri Jean-Charles Francois , (2013), "" Knowledge management practices within a collaborative R&D project Case study of a firm in a cluster of railway industry "" , Business Process Management Journal, Vol. 19 Iss 5 pp. 819 - 840
- Chris K. Zane Pedro M. Reyes, (2010), ""Airlines' plight: where has all the luggage gone?"" , Management Research Review, Vol. 33 Iss 7 pp. 767 - 782
- Christina Schmoltzi Carl Marcus Wallenburg, (2011), ""Horizontal cooperations between logistics service providers: motives, structure, performance"", International Journal of Physical Distribution & Logistics Management, Vol. 41 Iss 6 pp. 552 - 575
- Colm Fearon Jian Yang Heather McLaughlin Geert M. Duysters, (2013), ""Service orientation and dynamic capabilities in Chinese companies A macro-analytical approach"", International Journal of Quality & Reliability Management, Vol. 30 Iss 4 pp. 446 - 460
- Constantine Campaniaris Richard Murray Steven Hayes Michael Jeffrey, (2015), "" Evidencebased development of a strategy for Canadian apparel SMEs "" , Journal of Fashion Marketing and Management, Vol. 19 Iss 3 pp. 299 - 314
- Daniel Corsten Jan Felde, (2005), ""Exploring the performance effects of key-supplier collaboration. An empirical investigation into Swiss buyer-supplier relationships"", International Journal of Physical Distribution & Logistics Management, Vol. 35 Iss 6 pp. 445 - 461
- David Bennett Florian Klug, (2012), ""Logistics supplier integration in the automotive industry"", International Journal of Operations & Production Management, Vol. 32 Iss 11 pp. 1281 - 1305
- Edith Andréen Helene Lundberg Tommy Roxenhall, (2012), ""Designing for commitment in regional strategic networks"", Management Research Review, Vol. 35 Iss 6 pp. 531 - 552
- Edith Olejnik Bernhard Swoboda, (2012), ""SMEs' internationalisation patterns: descriptives, dynamics and determinants"", International Marketing Review, Vol. 29 Iss 5 pp. 466 - 495
- G. Kannan, (2009), ""Fuzzy approach for the selection of third party reverse logistics provider"", Asia Pacific Journal of Marketing and Logistics, Vol. 21 Iss 3 pp. 397 - 416
- Hans-Christian Pfohl Karin Gareis, (2005), ""Supplier parks in the German automotive industry A critical comparison with similar concepts"", International Journal of Physical Distribution & Logistics Management, Vol. 35 Iss 5 pp. 302 - 317
- Ines Heer Stefan Mann, (2010), "" Acting under spatial restrictions: success factors of German local food marketing networks "" , British Food Journal, Vol. 112 Iss 3 pp. 285 - 293
- Joanne Freeman Chris Styles Meredith Lawley, (2012), ""Does firm location make a difference to the export performance of SMEs?"" , International Marketing Review, Vol. 29 Iss 1 pp. 88 - 113

- John E. Spillan Michael A. McGinnis Ali Kara George Liu Yi, (2013), ""A comparison of the effect of logistic strategy and logistics integration on firm competitiveness in the USA and China"", The International Journal of Logistics Management, Vol. 24 Iss 2 pp. 153 - 179
- Joseph Sarkis Srinivas Talluri A. Gunasekaran, (2007), ""A strategic model for agile virtual enterprise partner selection"", International Journal of Operations & Production Management, Vol. 27 Iss 11 pp. 1213 - 1234
- Judith M. Whipple M. Douglas Voss David J. Closs, (2009), ""Supply chain security practices in the food industry Do firms operating globally and domestically differ?"", International Journal of Physical Distribution & Logistics Management, Vol. 39 Iss 7 pp. 574 – 594
- Julia Connell Anton Kriz Michael Thorpe, (2014), "" Industry clusters: an antidote for knowledge sharing and collaborative innovation? "", Journal of Knowledge Management, Vol. 18 Iss 1 pp. 137 - 151
- Kerstin Fink Christian Ploder, (2009), ""Balanced system for knowledge process management in SMEs"", Journal of Enterprise Information Management, Vol. 22 Iss 1/2 pp. 36 - 50
- Kongkiti Phusavat Pekka Kess Kris M.Y. Law Rapee Kanchana, (2010), ""Sustaining effective business value chain: future challenges"", Industrial Management & Data Systems, Vol. 110 Iss 8 pp. 1176 - 1191
- Kristin J. Lieb Robert C. Lieb, (2010), ""Environmental sustainability in the third-party logistics (3PL) industry"", International Journal of Physical Distribution & Logistics Management, Vol. 40 Iss 7 pp. 524 - 533
- Kun Liao Erika Marsillac Eldon Johnson Ying Liao, (2011), ""Global supply chain adaptations to improve financial performance Supply base establishment and logistics integration"", Journal of Manufacturing Technology Management, Vol. 22 Iss 2 pp. 204 - 222
- Lynn Oxborrow Clare Brindley, (2012), ""Regional resilience in recessionary times: a case study of the East Midlands"", International Journal of Retail & Distribution Management, Vol. 40 Iss 11 pp. 882 - 899
- Marco Tieman, (2015), ""Halal clusters "", Journal of Islamic Marketing, Vol. 6 Iss 1 pp. 2 - 21
- Mickey Howard Mike Lewis Joe Miemczyk Alistair Brandon-Jones, (2007), ""Implementing supply practice at Bridgend engine plant The influence of institutional and strategic choice perspectives"", International Journal of Operations & Production Management, Vol. 27 Iss 7 pp. 754 - 776
- Mónica Gómez Natalia Rubio, (2008), ""Shelf management of store brands: analysis of manufacturers' perceptions"", International Journal of Retail & Distribution Management, Vol. 36 Iss 1 pp. 50 - 70
- Nisakorn Somsuk Jarunee Wonglimpiyarat Tritos Laosirihongthong, (2012), ""Technology business incubators and industrial development: resource-based view"", Industrial Management & Data Systems, Vol. 112 Iss 2 pp. 245 - 267
- Patrick I. Jeffers, (2010), ""Embracing sustainability Information technology and the strategic leveraging of operations in third-party logistics"", International Journal of Operations & Production Management, Vol. 30 Iss 3 pp. 260 - 287
- Philip McCann Raquel Ortega-Argilés , (2014), "" Smart specialisation in European regions: issues of strategy, institutions and implementation "", European Journal of Innovation Management, Vol. 17 Iss 4 pp. 409 - 427
- Prem Chhetri Tim Butcher Brian Corbitt , (2014), "" Characterising spatial logistics employment clusters "", International Journal of Physical Distribution & Logistics Management, Vol. 44 Iss 3 pp. 221 - 241
- Raffaello Balocco Alessandro Perego Sara Perotti, (2010), ""B2b eMarketplaces A classification framework to analyse business models and critical success factors"", Industrial Management & Data Systems, Vol. 110 Iss 8 pp. 1117 - 1137
- Sajad Fayezi Maryam Zomorodi , (2015), "" The role of relationship integration in supply chain agility and flexibility development An Australian perspective "", Journal of Manufacturing Technology Management, Vol. 26 Iss 8 pp. 1126 - 1157
- Sema Sakarya Molly Eckman Karen H. Hyllegard, (2007), ""Market selection for international expansion Assessing opportunities in emerging markets"", International Marketing Review, Vol. 24 Iss 2 pp. 208 - 238
- Svante Andersson Natasha Evers Olli Kuivalainen , (2014), "" International new ventures: rapid internationalization across different industry contexts "", European Business Review, Vol. 26 Iss 5 pp. 390 - 405
- Taih-cherng Lirn Yen-Chun Jim Wu Yenming J. Chen, (2013), ""Green performance criteria for sustainable ports in Asia"", International Journal of Physical Distribution & Logistics Management, Vol. 43 Iss 5/6 pp. 427 - 451
- Tan Yigitcanlar, (2009), ""Planning for knowledge-based urban development: global perspectives"", Journal of Knowledge Management, Vol. 13 Iss 5 pp. 228 - 242
- Tomi Heimonen, (2012), ""What are the factors that affect innovation in growing SMEs? "", European Journal of Innovation Management, Vol. 15 Iss 1 pp. 122 - 144
- Trond Hammervoll Lise Lillebrygfjeld Halse Per Engelseth , (2014), "" The role of clusters in global maritime value networks "", International Journal of Physical Distribution & Logistics Management, Vol. 44 Iss 1/2 pp. 98 - 112



- W. Lemoine Lars Dagnæs, (2003), ""Globalisation strategies and business organisation of a network of logistics service providers"", International Journal of Physical Distribution & Logistics Management, Vol. 33 Iss 3 pp. 209 - 228
- Wann-Yih Wu Ying-Kai Liao , (2014), "" A balanced scorecard envelopment approach to assess airlines' performance "", Industrial Management & Data Systems, Vol. 114 Iss 1 pp. 123 - 143
- Werner Delfmann Sascha Albers Martin Gehring, (2002), ""The impact of electronic commerce on logistics service providers"", International Journal of Physical Distribution & Logistics Management, Vol. 32 Iss 3 pp. 203 - 222
- Yemisi A. Bolumole, David J. Closs, and Frederick A. Rodammer, (2015). ""The Economic Development Role of Regional Logistics Hubs: A Cross-Country Study of Interorganizational Governance Models"", Journal of Business Logistics, Vol. 36 Iss 2 pp. 182-198

## **Biography**

**Rubén Rendón Benavides** is a recently graduate in BS in Industrial and Systems Engineering at the Universidad de Monterrey (UEM) in Mexico, and a MS in Management at the Grand Ecole Supérieure des Sciences Commerciales d'Angers (ESSCA) in France and Hungary. His competences focus in Lean Manufacturing and Continuous Improvement. His professional background include semester and summer internships in logistics and quality improvement projects in Mattel and General Electric that allowed him to win two recognitions in a meaningful national competition called Lean Challenge. He is currently a member of the American Production and Inventory Control Society, the American Society for Quality, the Institute of Industrial and Systems Engineers, and the Project Management Institute.

**Teresa Verduzco-Garza** is a Researcher Professor at the Industrial and Systems Engineering School in University of Monterrey (UEM) in Mexico. She received a BS in Industrial and Systems Engineering in 1998, an MS in Business Administration in 2005, and a MS in International Commerce in 2006 at UDEM. At the moment, she is a PhD Candidate in Management focused on logistics and supply chain operations at the Autonomous University of Nuevo León (UANL) in Mexico. Her expertise focuses on Logistics Clusters for Competitiveness, Operations Management, Supply Chain Operations, and Soft Systems Management. Prior industry experience includes 12 years improving enterprises performance through project management and strategic planning. She is an active member of the American Production and Inventory Control Society (APICS) and The Competitiveness Institute (TCI). She has published and presented her work at international forums like IISE World Conferences, TCI Global Conferences, SISE World Conferences and other regional conferences.