

MANIFEST

A MONTHLY NEWSLETTER BY CII SCHOOL OF LOGISTICS, AMITY UNIVERSITY, NOIDA



DIRECTOR'S NOTE



Dr. Anita Kumar

"Hello readers!

Our August Manifest issue focuses on **Resilience in Supply Chains**, a topic that has been discussion point for the past six months. Not only COVID 19 Pandemic but also geopolitical situations such as Brexit, the U.S.-China trade war have forced companies to rethink their supply chain strategy and build risk management and resilience as the "default" tools in their supply chains. The world is talking about different recovery curves -V, U, W shaped but the fact remains that swift recovery is only possible when resilience is balanced with efficiency, visibility and adaptability across the supply chain networks. As organizations moved from China centric sourcing to multi-location sourcing; off-shoring to near-shoring manufacturing and zero inventory to creating inventory and capacity buffers to ensure optimal supply chain performance, it is also time to reevaluate supply chain ecosystem partnerships and collaborative working.

On a personal note, pandemic has taught us as human beings to build our capacity to thrive and grow (not just survive) in the face of adversity and not just work on developing physical immunity but also mental and emotional wellbeing- the key ingredients for gaining resilience.

We also celebrate 74th Indian Independence Day, in this issue, with kitemaking and poem contributions from the students.

Enjoy!"



E-COMMERCE RETAIL SUPPLY CHAIN

Confederation of Indian Industry organized a 5-day **Ecommerce Retail Supply Chain summit** from 24th August to 28th August 2020 with the theme 'Omni-channel Enablement- must have for future'. There were notable speakers from all around the world with sessions moderated by Dr. Bhanumathi, COO, CII Institute of Logistics.

EXCLUSIVE

WEEKLY WEBINAR SERIES

CII SCHOOL OF LOGISTICS
AMITY UNIVERSITY

13th in Webinar Series

**Importance of Business Development
& Key Account Management Role in
Logistics & SCM**



Speaker:
Mr Sandeep Juneja,
Vice President - Sales & Marketing, DHL



Session Moderator :
Dr Anita Kumar
Director
CII School of Logistics

Date: 27th August 2020
Time: 2:30-3:30pm

CII SCHOOL OF LOGISTICS
AMITY UNIVERSITY

2nd in Workshop Series



Transport Management Systems



Speaker:
Ms Manisha Sharaf, Co Founder
CRD, SuperProcure



Session Moderator :
Dr Smriti Asthana
Professor
CII School of Logistics

Date: 6th August 2020
Time: 2:30-4:30pm

CII SCHOOL OF LOGISTICS
AMITY UNIVERSITY

12th in Webinar Series

**Air & Surface Cargo Logistics
Go-to-Market Strategies and Approaches**



Speaker:
Mr Pradeep Srivastava
Founder-Logiscales



Session Moderator :
Mr Sanjay Khanduja
Professor
CII School of Logistics

Date: 20th August 2020
Time: 2:30-3:30pm

A sneak peek into the **Weekly Webinar** series organized by CIISoL, Amity University, Noida in the month of August 2020. Webinars are hosted by the CIISoL, Amity University, Noida on weekly basis for the students to provide them the practical and industry knowledge from some of the very successful organizations like Patanjali, Delhivery, and many more. The experts from the organization share their expertise and experiences about various topics like Post COVID-19 world of supply chains, operations, Vocal for Local, resilient supply chains, etc.

Special thanks to all the faculty members associated with CIISoL, Amity University, Noida for providing their students with such a great opportunity to interact with such reputed member of successful organizations and new startups despite of the troubles and disturbances caused by the COVID- 19 pandemic.

STUDENT DESK

RESILIENCE IN SUPPLY CHAIN

BY THRIJAY SRIRAM (CIISOL BATCH 2019-21)

The resilience in supply chain is most important factor from every multi-national companies to small scale industries should investigate it the contribution of supply chain is the most important for their proper movement of goods and other purposes. It is defined as the ability of the supply chain to both resist disruptions and recover operational capability after disruptions occur. Today world is witnessing a huge problem because of COVID19 in every aspect from January 2020 till now. Many people lost their life, property, job. The supply chain is not exception from COVID19. Supply chain network is a huge network it contributes almost 8 to 10 % in GDP of Indian Economy.



RESISTANCE CAPACITY: ability to minimize the constraint part in the system and to reduce the disruption part so that in the next step it can develop recovery.

RECOVERY CAPACITY: ability to rectify the disruptions to stabilization phase and to return to a steady state performance to retain its original performance and finally turn into better than original.

These are the main strategies which helps in reduction of disruptions and development of resilience in supply chain.



**TREE OF SUPPLY
CHAIN
RESILIENCE**

RESISTANCE

- Avoidance
- Containment

RECOVERY

- Stabilization
- Return

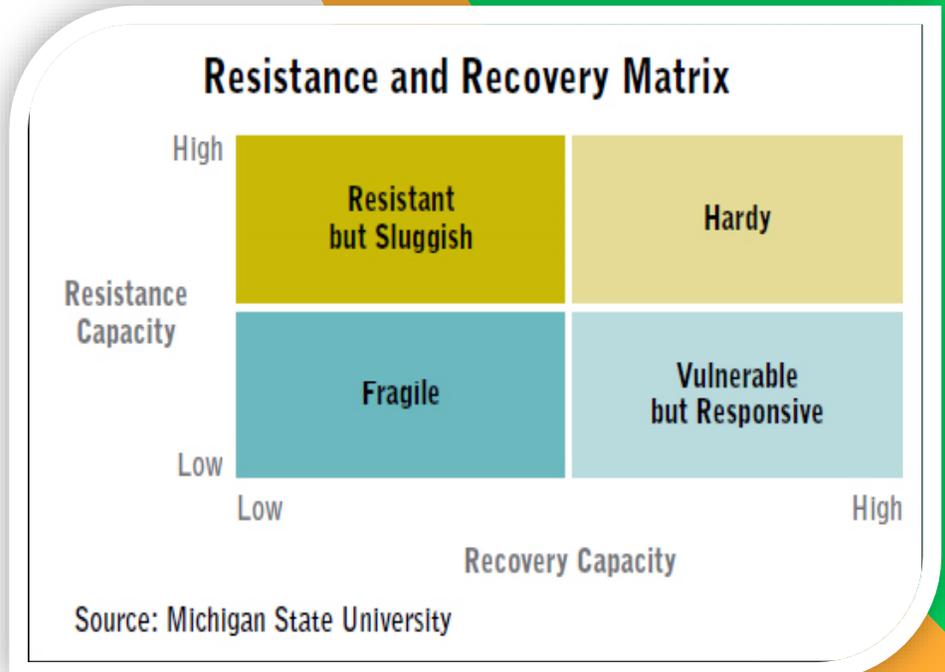
These are another view of supply chain resilience for better clarity by these factors. Firms should have clear view to choose a high capacity for both resistance and recovery more like to have mix of these qualities.

Firms use to utilize their resources properly by which they have to remove constraints with proper team & planning they need to understand the fact and to invest their limited resource properly to avoid disruption.

The above Matrix explains supply chains exhibiting low capacities for both resistance and recovery would have low resistance: They would experience nearly every disruption while also having slow and weak recoveries as a result of a lack of ability to recover effectively. These supply chains are “fragile.”

Their long-term prognosis is very poor since they likely will not last and won't grow, unless protected by unique market or regulatory conditions Firms in these industries have survived, however, because effective competition does not exist or because competition chooses not to compete in such market or regulatory environments. As a result, fragile supply chains that provide poor quality customer service persist because the customer base is conditioned to accept low customer service.

In contrast to fragile supply chains with low resistance, those that exhibit high levels of resistance can alleviate potential risks more easily. When they also possess the capacity for effective recovery, they quickly rebound from those events that are unavoidable. Such supply chains are classified as “hardy.”



INDUSTRY SPEAK

RESILIENCE IN SUPPLY CHAIN

BY RAJEEV RANJAN



Blog by Rajeev Ranjan (rajeev_mil@yahoo.com), a supply chain and Route to Market professional. Views expressed are personal.

Supply chains have focused for about a decade on optimizing delivered costs, improving customer service while lowering inventories. Sustained competitiveness has necessitated supply chains to become lean, supplying goods rapidly and cost effectively across geographies to meet the ever-growing expectations of discerning consumers.

In recent years businesses have witnessed quite a few disruptions Viz. Thailand floods of 2011, Japanese earthquake and subsequent tsunami, Jan'13 Dreamliner grounding globally due to lithium-ion battery overheating, Bardarbunga volcano in 2014, Chennai floods, Tianjin Port Explosion, Mumbai Port strike of 2015, earthquakes of southern Taiwan, bankruptcy of Hanjini freight liner in '16, Hurricanes Harvey, Irma, of 2017, recent US China trade war and of course ongoing COVID19. According to a McKinsey article every year over the past several years, at least one company in twenty has suffered a supply-chain disruption costing at least \$100 million. According to Deloitte's 2017 global extended enterprise risk management survey, 74 percent of surveyed organizations have faced a disruptive event with third parties in last three years. As many as one in five have experienced a complete third-party failure or an incident with major consequences. So, supply chain disruption is real and are very expensive.

In the pressing need to become lean, supply chains have lost the ability to absorb impact of disruptions. Supply Chains have become lean & efficient. But have also become frail with poor ability to bounce back when and if things go wrong

Sharing my thoughts on potential ways to increase resiliency in supply chain:



1. **Building in collaborative & agile planning and fulfilment capabilities** : There are always multiple ways to run a supply chain given the multiple routes the materials can take while moving from supplier's supplier to different manufacturing locations to Finished goods inventory points to end customers and consumers. When a disruption strikes, the ability of the supply chain to swiftly identify and evaluate multiple implementable product flow

paths to reach to consumers along with its financial impacts and sensitivity around what ifs of demand and supply variabilities, becomes a critical differentiator. This helps companies respond with speed and agility in keeping supply lines running with constraints thrown in by disruption.

2. This ability to configure and reconfigure supply chains dynamically basis changing demand and supply situations by changing transportation or manufacturing alternatives required end to end visibility of demand-supply data along with strong analytics. Supply chain teams trained in end-to-end optimization, visibility and risk and reward tradeoffs skills can help make supply chain resilient.
3. **Having more than one BOM /specifications**: This is especially common in F&B set ups where organizations invest in having more than one formulation for a product. In situations when there is sudden and prolonged non-availability of any of ingredients of one formulation, the organization seamlessly transitions to alternate formulation to serves their customers. Beverage companies investing in processing capability with formulations using sugars of different ACUMSA, using HFCS instead of white sugar ; Jam manufacturers using Mixed fruit jam formulation with Mango Vs with Guava ; Food companies using combination of range of flavors and ingredients for different formulation of same product and organization building in capability to make product suitable for packaging in different pack types of PET, RGB, cans, Aluminum lines cartons are some of the examples. These might need change in label declarations.
4. **Diversification**: According to a recent survey, post COVID, about 50 per cent of organization are doing due diligence on their suppliers' and their supplier's suppliers. Only 40% of this group claim to understand the extent of the effect those suppliers have on their suppliers. Having a thorough and in- depth understanding of supplier's business, their vulnerabilities, risks and monitoring and mitigating the most relevant risks is important. To offset those risks that can't be mitigated even by working very closely with suppliers and with best of supplier relationships, consciously de-risking by diversifying operations and implementing multi-sourcing strategies becomes a serious consideration. One needs to have similar approach on multi-site manufacturing - own or third party, investing in building more than one channel and route to market for customers wherever feasible and economically justifiable. Splitting supply chains so that if one stream fails, the other in a different jurisdiction / geography / technology can take over and continue to supply is an approach worth evaluating.
5. **Building Flexibility**:
 - i. By standardizing processes and manufacturing : Investing in a) capability to need based shift production among manufacturing locations b) having common manufacturing processes for multiple products c) having similar/identical plant designs across facilities d) using max possible interchangeable and generic parts e) efficiently making multiple product categories and SKUs on same manufacturing line, for Example - swing line used in beverage industry that can make any/all of sparkling beverages/Juices/water e) using concurrent instead of sequential processes and f) multi skilling operators, are few ways organizations build ability to handle disruptions.

- ii. **Variabilising Fixed costs:** Keeping in-house only the “core” functions of organization which are creating “differentiation” to business and outsourcing everything else (at an outcome-based payout model) ideally with more than one alternative, spreads organization’s liability and risks get shared among outsourced partners. Helps in building agility and resilience. Through Shifting lot size : Through effective use of SMED (single minute exchange of die) quicker manufacturing change over times and microscopic look to identify and eliminate wastes to improve lead times of each of the processes help organizations produce and ship in flexible lot sizes at an equally efficient cost structures.
- iii. times and microscopic look to identify and eliminate wastes to improve lead times of each of the processes help organizations produce and ship in flexible lot sizes at an equally efficient cost structures. In disruption and uncertain times, this capability helps in keeping the supply line running and serve a wider portfolio to consumers.
6. **Building Partnership Networks:** To have options in times of crisis, manufacturers and shippers invest proactively in building in “partnership networks”. Partnership network spans a network of 3rd party manufacturing partners, transportation providers, 3PLs and a network of technology partners. A central nodal agency becomes a single point of contact and serves as a relationship hub orchestrating connection between the organizations and various elements in the partnership network to establish right fit overcoming adversity when challenges arise. In addition to providing alternate sources of modular capacity, mature nodal agency provides a portfolio of services and solutions and help manage the network of resources, maintain processes and connectivity and ensures seamless integration of the solutions needed to maintain the resilience of the business.
7. **Building in Redundancy:** For the risks that organization decides to cover, building up buffer inventories provides more “give capacity” to the system. Easiest way to build resilience is by keeping more than required finished goods and raw material inventory, having additional manufacturing capacity kept ready for back up, having additional number of suppliers (and capacity), extra manpower, additional distribution channel partners ready swing to action when risk emerges. While this is an easy to do alternative, this is temporary & a very expensive way to build resilience.
8. **Cultural Change:** Above all, building resiliency that can be harnessed in challenging times requires a culture of distributed decision making where teams and individuals are empowered to take appropriate decisions and tangible actions. An ambience where intelligent risk taking is encouraged and failure are not chastised but analyzed for learnings without factoring in the benefit of hindsight. Continuous transparent communication, well informed and passionate employees, high level of trust and a risk-aware culture helps establish and maintain strong defensive layers against unknown risks and an ability to respond more quickly in the event of a severe disruption threat.

INDUSTRY SPEAK

RESILIENCE IN SUPPLY CHAIN

BY MANISHA SHARAF

There is no better time than now to strengthen resiliency in supply chains without losing the leanness. An essential pre requisite of investing in building resilience is to understand organization's value chain vulnerabilities and risks. Leadership need to objectively debate and agree on the tough decision of which of those risks organization is willing to live with and which ones must be mitigated and invest organization scarce resources and energies in building resilience against those identified risks.

According to the report by Markets and Markets, the global logistics market size is projected to grow by 17.6% from 2020 to 2021.

Together, we are all going through uncertain times, unforeseen challenges, and pandemics unheard of. Performance metrics of many industries and functional departments are going haywire, but one particular sector has shown promise and has supported the functioning of various companies. Supply Chain management has been enabling resilience by normalizing its operations at the core.

Coming to our home turf, the Indian supply chain and logistics industry has undergone tremendous disruption in the past 10 years. Greater internet penetration in the last 5 years has catalyzed the process of digitization across all verticals. Technology in the supply chain sector has grown steadily over the years, which became the vanguard of the damage control and recovery process of many industries amidst the COVID pandemic.

Getting our basics right:

7 Principles of Supply Chain Management

Pre-Disruption Phase	Disruption Phase	Post-Disruption
Security	Visibility Information	Knowledge Management
Knowledge Management	Sharing	Visibility Information
Visibility	Collaboration	Sharing
Risk Management	Redundancy	
Robustness	Supply chain design	
trust	flexibility	
Information Sharing	Agility	Collaboration

Written by David Anderson, Frank Britt, and Donavon Favre elucidates the reason behind the very need for Supply Chain Management. If we have a closer look, the 2nd, 5th, and 6th principle implicitly refer to taking contingencies in measure.

Narrowing it down to actionable specifics, it is very important for a supply chain manager to identify the critical points in the supply chain system pertaining to his/her attached business operations. A finite number of factors cause a disruption in the supply chain process and these can be broadly classified into internal and external factors. Although frame works can be created to damage control the internal factors, it takes a little more than a traditional Decision Support System (DSS) to overcome the external factors, in the current case COVID19.

Resilience - The potent for sustainable supply chain strategy Sustainability of the strategic framework depends majorly upon its resilience. And how can one measure the qualitative aspect of resilience? By bringing in KPI's. A research paper was published in the year 2018 (citation is given below) classifies the metrics according to the phase of disruption.

By identifying and classifying these KPI metrics, it is easier to navigate the strategic framework to be inclusive of crisis management factors. Because I firmly believe that the strength of the supply chain strategy of an organization acts as a resilience catalyst for the operations of the entire organization.

COVID- 19 and the Need for Resilience

The COVID pandemic has brought anomalous challenges to an already challenging logistics and supply chain environment. Decision making in the supply chain is very critical as it is interlinked with a lot of other factors which makes it very vulnerable to anomalies. Organizations are running helter-skelter to gather all the data from their repositories to make their data-based decisions. The ability to supply linked to demand and source linked to supply can create resilience. Getting this flexibility in the procurement process would minimize unprecedented damages and create newer rebound opportunities. Hence, I believe that setting the procurement strategy sound and stable would help in quicker and effective resilience.

SuperProcure's purpose of Resilience

We at SuperProcure firmly believe that an organization's competitive advantage can be given a push if it has a strong supply chain strategy. We identified organizational challenges in the supply chain and logistics sector and solve them. Some of the challenges we bridge are spot truck sourcing with our freight e-negotiation tool which digitally connects logistics teams with transporters to meet changing demand and supply requirements. With digitizing the entire logistics process can be compressed within the palm of the hand (literally). Monitoring, controlling, and reporting becomes more efficient. This empowers people to make data-based decisions. This proved to speedup the recovery time during the covid19 pandemic for many organizations.

SuperProcure's disruption is enabling spot sourcing of materials required from any part of the country and transporting it to the required place a reality. A transparent process increases trust and respect between the companies and their transport partners.

Digitization has the power to connect the dots for a resilient supply chain.

The onus of continuing the smooth workflow of an organization lies in the hands of smart, future-friendly logistics managers. I believe you all will be the flag bearers of innovation and sustainable developments post COVID19.

74th INDEPENDENCE DAY CELEBRATION AT CIISoL, AMITY UNIVERSITY, NOIDA

CIISoL, Amity University, Noida remotely organized a Kite making and Poem writing competition for their students on this 74th Independence Day that was on 15th August 29, 2020.

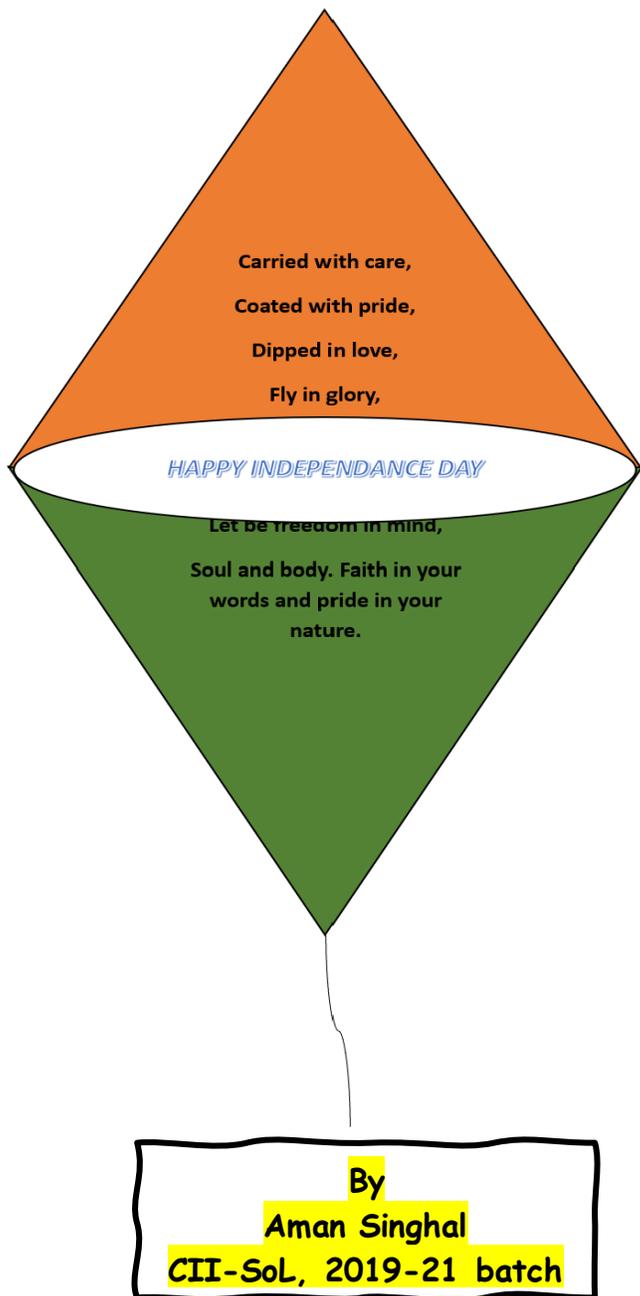
Participants names (batch 2019-21):

- | | |
|-----------------|----------------------------|
| 1. Sharad Singh | 7. Jobin |
| 2. Akshay Warad | 8. Aman Singhal |
| 3. Pujitha | 9. Sumer |
| 4. Kajal | 10. Tabassum |
| 5. Sareen | 11. Col. Prashant Tripathi |
| 6. Ayesha | 12. Gaurav |

The image mentioned below shows a collage of the Kites entries from the above-mentioned competition



The poems written below have been written by 2 participants from the above-mentioned competition



TIRANGA

Walking on an empty road
on a wet August morning,
Something caught my eye
fluttering against the clear blue sky.
Mesmerize I stood and gazed
the sheer beauty left me dazed,
It symbolised the strength of our nation
reminded me of the struggle of all fellowmen
The blood of our brave hearts
all the sung and unsung heroes
who laid down their lives
to protect the Tiranga, which today proudly
flies.

This my fellow countrymen
is not just the piece of cloth
with stories of valour woven in its threads
it sways not with the breeze that moves it
but with the last breath of each fallen
soldier
who died protecting it.

By
Col PK Tripathi
CII-SoL, 2019-21 batch

SCM CROSSWORD #2 ANSWERS

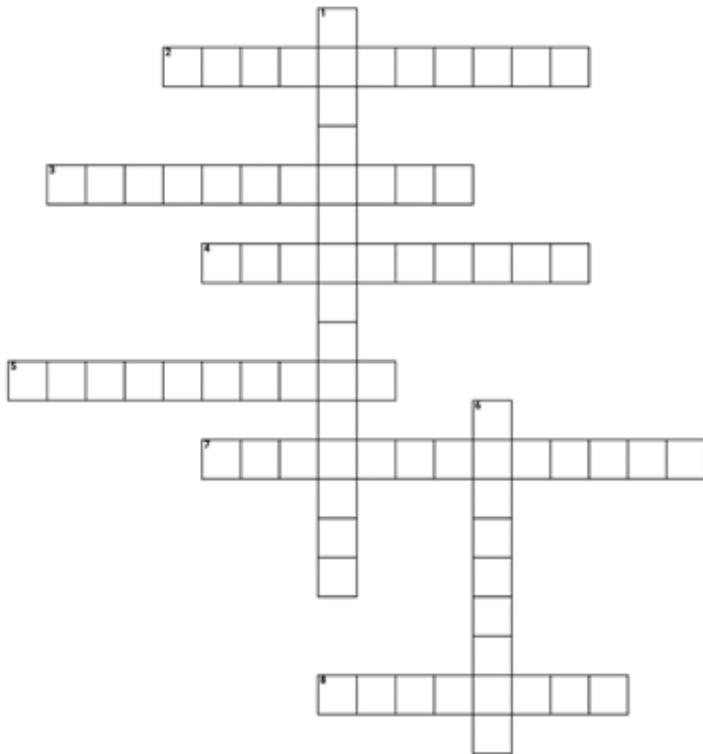
ACROSS

2. Nirma
4. Dant kanti
7. Patanjali
8. Amul
9. Tata tea

DOWN

1. Parle's
3. Yippee
5. Cinthol
6. Himalaya

SCM CROSSOWORD #3



Across

2. ability to be prepared for unexpected risk events, responding and recovering quickly to potential disruptions to return to its original situation
3. transfer of production facilities to a territory closer to the final market.
4. ability of parts or products in transit to be tracked from the manufacturer to their destination.
5. organization could hold extra inventory, maintain low capacity utilization, have many suppliers, etc.
7. ability to pull sourcing from multiple locations and to make decisions based upon costs
8. process of coordinating assets to optimize the delivery of goods, services and information from supplier to customer, balancing supply and demand

Down

1. the act of increasing choices for when to order what supplies from whom to bring products to the market.
6. maintaining enough supplies to keep operations running smoothly.

LOGI-TOONS Series #5



Indian Supply Chain As Resilient As the tree.

Illustrations by *Gaurav Ghosh* (CII-SoL, 2019-21)

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