

Lessons Learned from COVID-19

- **Chair:** Krishan K. Batra, President & CEO, ISM-INDIA
- **Panelists:**
 - ❖ Mr. Charles Callanan, Director, UNOPS
 - ❖ Dr. Ajit V. Patwardhan, Contract Management Expert, India
 - ❖ Ms. Meenakshi Natarajan, Sr. Strategic Procurement Expert

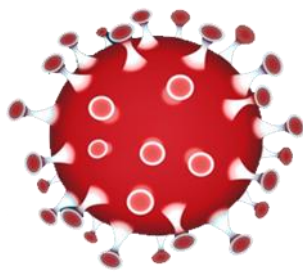
KEY TAKEAWAYS

- ❖ Disruptions During COVID-19
- ❖ Major Challenges/Risks
- ❖ Building Agility & Resilient Procurement
- ❖ Leading Effectively Post-Pandemic Environment.
- ❖ Globalization
- ❖ Visibility of the Supply Chain
- ❖ Balancing Efficiency with Accountability



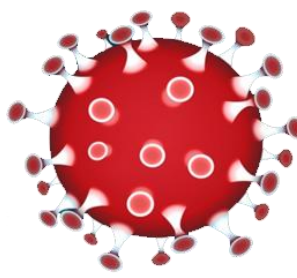
MODALITY: Setting the Context, Survey Feedback, Panel Discussion, Q&A

Introducing the Topic...



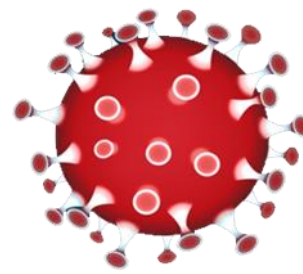
- ❖ 2020 has proven to be the **most disruptive year in recent memory.**
- ❖ COVID-19 has **radically changed the ways in which work is done** and has fundamentally altered how we interact with one another.
- ❖ It's clear the **supply chain has been shaken by recent events**, but it has **not been broken.**
- ❖
- ❖ Many **opportunities for success** have presented themselves in a short space of time.
- ❖ Companies continue to **scale their technical infrastructure, & placing the customer in the centre.**

Overview



- ❖ The **World is a Supply Chain** which is most **complex ecosystem** built by humans.
- ❖ Considering the **impact of COVID-19 & Black Swan events** during last decade, it is becoming obvious that risks associated with **globalization have been unpriced and largely ignored.**
- ❖ The combination of **lean production** and global multistage supply networks is leading to crisis.
- ❖ This should be a **wake-up call for managers** who need to understand their **supply chain's strategic vulnerabilities**
- ❖ To cope with such uncertainties, there is urgent need to consider actions that will **improve their resilience to future shocks.**

COVID-19 Impact

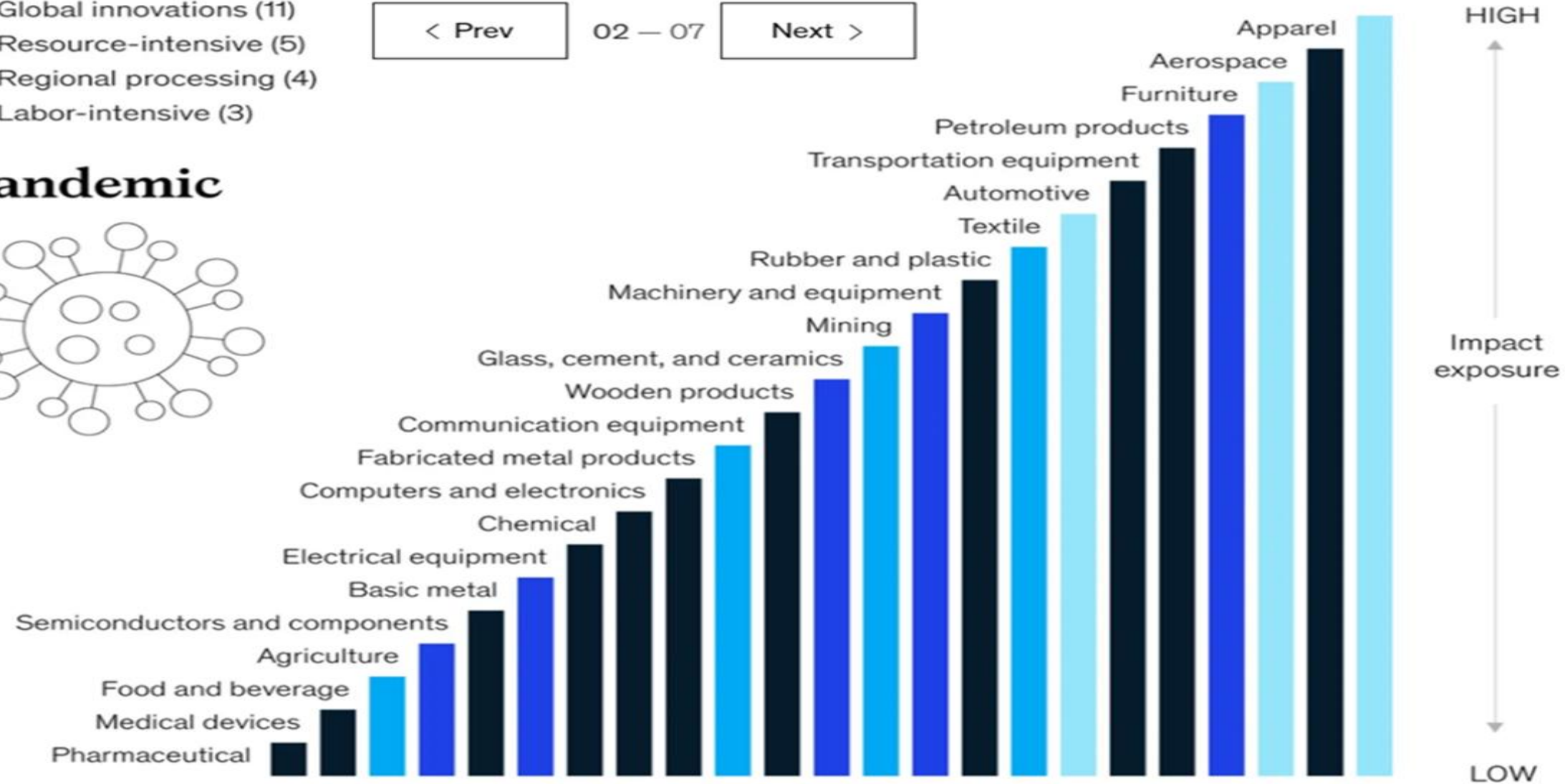
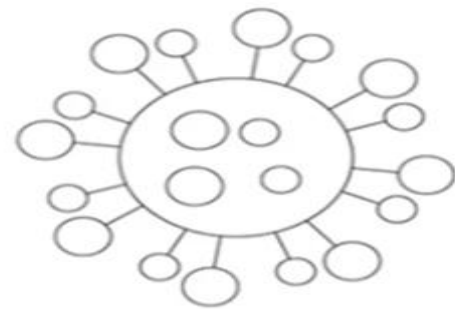


Ranked by relative level of exposure

- Global innovations (11)
- Resource-intensive (5)
- Regional processing (4)
- Labor-intensive (3)

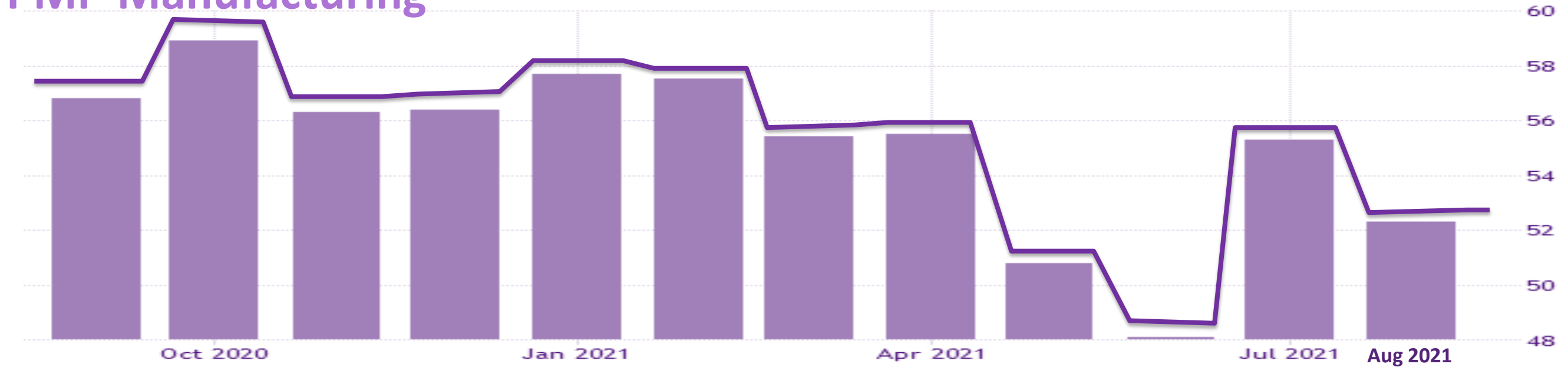
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Pandemic

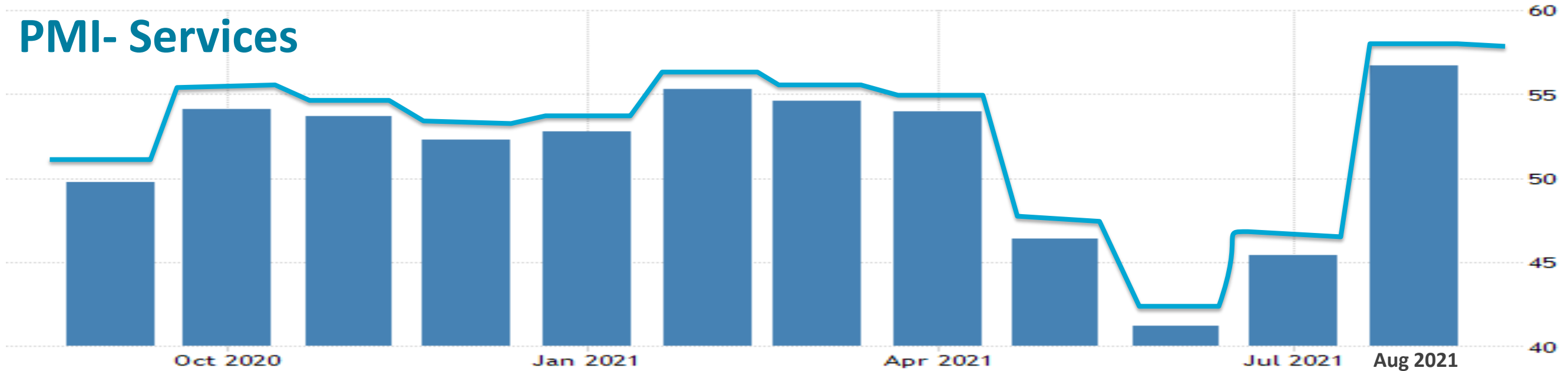


Purchasing Managers' Index (PMI)

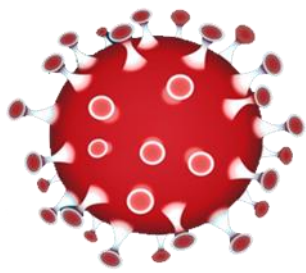
PMI- Manufacturing



PMI- Services



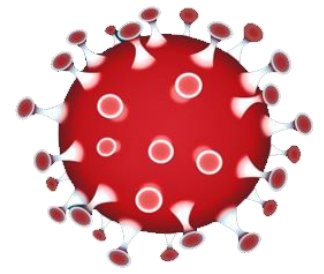
Survey Feedback (Insights)



1. **Need for Demand Planning** (60% identified lack of clarity on customer demand)
2. **E-Commerce Boom** (30% Growth on Annual Basis)
3. **Changing Face of Office** (Work as we know it may never be the same.)
4. **Digital Excellence** (55% of companies have accelerated their pace)
5. **Pandora's Box Can't be closed** (Need to Emerge from Pandemic stronger than before and accept fundamental changes that it has brought about) NO RETURN

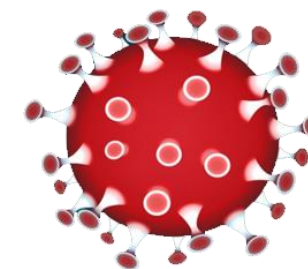
“This crisis has exposed the weaknesses inherent within global supply chains. Lack of total visibility has long been normalized as an inevitable part of doing business.”

MAJOR CHALLENGES



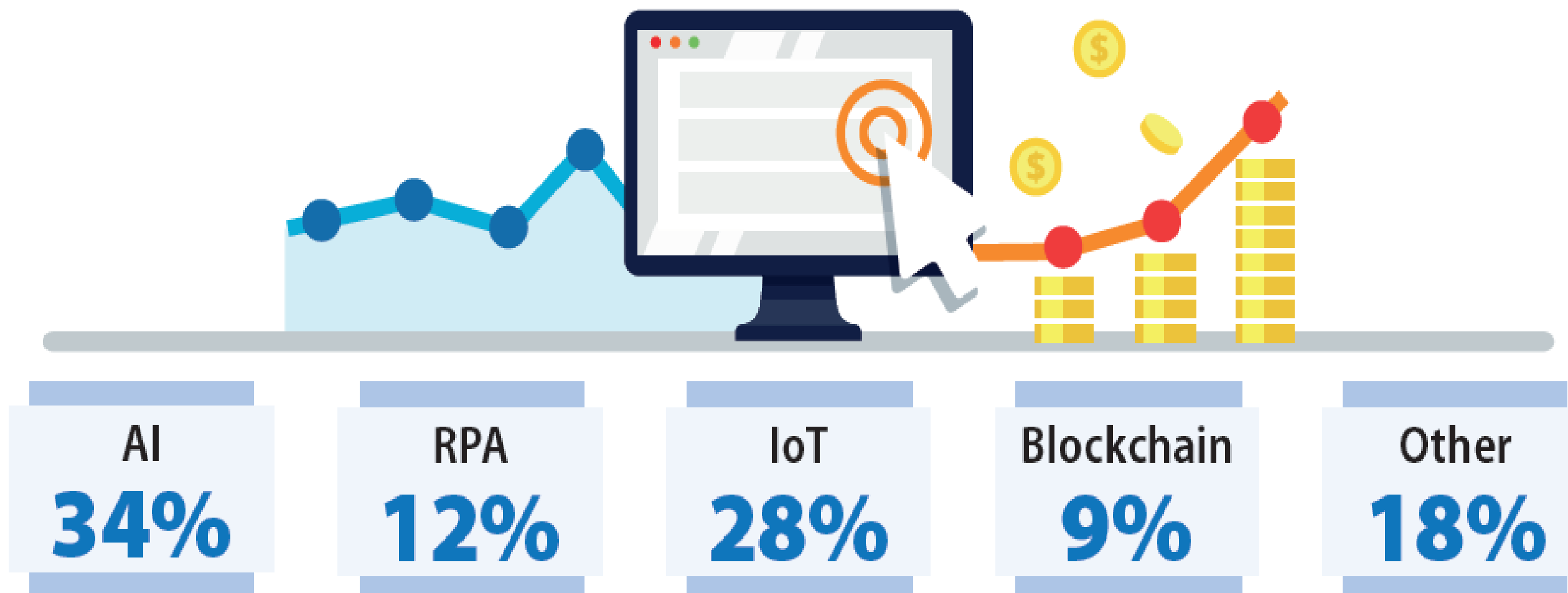
Percentage who report this challenge impacts their supply chains to a significant or very significant extent.

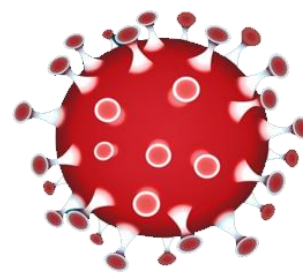




Disruptive Technologies

Which of these disruptive technologies is currently yielding the best ROI for your organization?



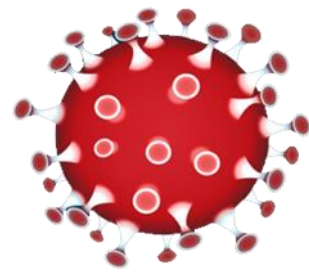


Challenges brought on by COVID-19

1. Disrupted supply chain
2. Shutdown of manufacturing
3. Liquidity
4. Drop in Sales
5. Social & Economic Recession

Some are finding ways to navigate the storm, but for many this Black Swan event could be their Swan Song.

PANEL DISCUSSION



Introducing Charles Rochford Callanan ...



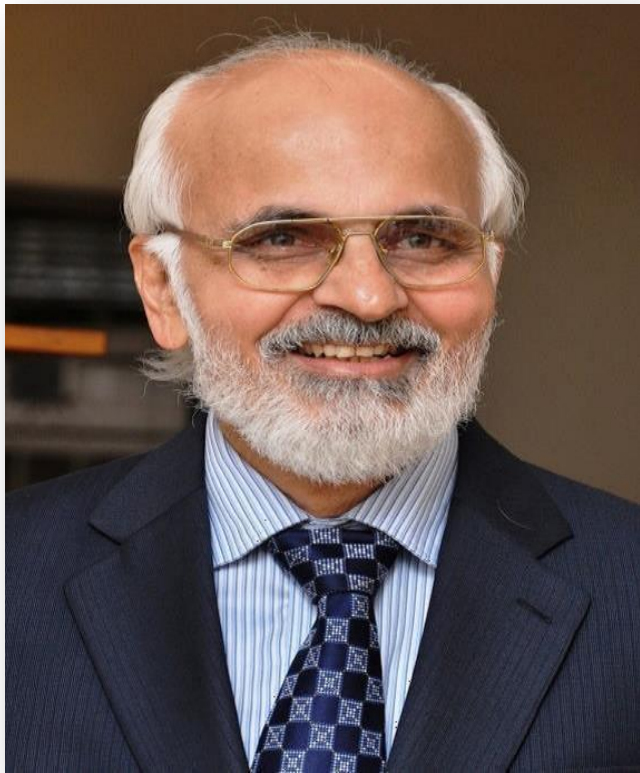
Charles Rochford Callanan
Director -Multi-Country Office
(BDMCO), UNOPS

With more than 20 years of experience in development and operations across several different regions and organizations, Mr. Callanan now serves as the Director of UNOPS Multi-Country Office, responsible for UNOPS operations in Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka.

Prior to this he served as Director of UNOPS New York office where he managed operations in 110 countries and represented UNOPS in the Executive Board. He has been responsible for planning and managing projects with up to 179,000 personnel, has worked for the private sector, United Nations and the military. With extensive experience in humanitarian, development and post-conflict settings, he has worked in Afghanistan, East Timor, Sudan, Iraq, China, UAE, State of Palestine, Denmark, USA, Nepal, Jordan, India, Nepal, Bangladesh and Sri Lanka.

He has won UNOPS Executive Director's award three times, graduated with Honors in Science from UNSW, and an MBA from MIT Sloan Business School.

Introducing Prof. (Dr.) Ajit V. Patwardhan ...



Prof. (Dr.) Ajit V. Patwardhan
Contract Management Expert, India

He is a professional postgraduate in Mechanical Engineering from Indian Institute of Technology, Powai, with more than 50 years of experience in India and Abroad, in various fields of Construction Projects and Infrastructure Development with Training and Consultancy focus in last 22 years on Project Management.

After holding high positions at senior level for 28 years in Design & Engineering, Fabrication & Construction with complete responsibility of running business division as Profit Centre In charge in India and Gulf, he progressed to become Professor, Researcher and Dean at prestigious construction management Institute (NICMAR).

He is Consultant to World Bank and Senior Advisor to Symbiosis International University for their M.B.A. Program in Infrastructure Management. He was also honorary Chairman and Trustee of reputed Education Trust in Maharashtra.

Introducing Meenakshi Natarajan...



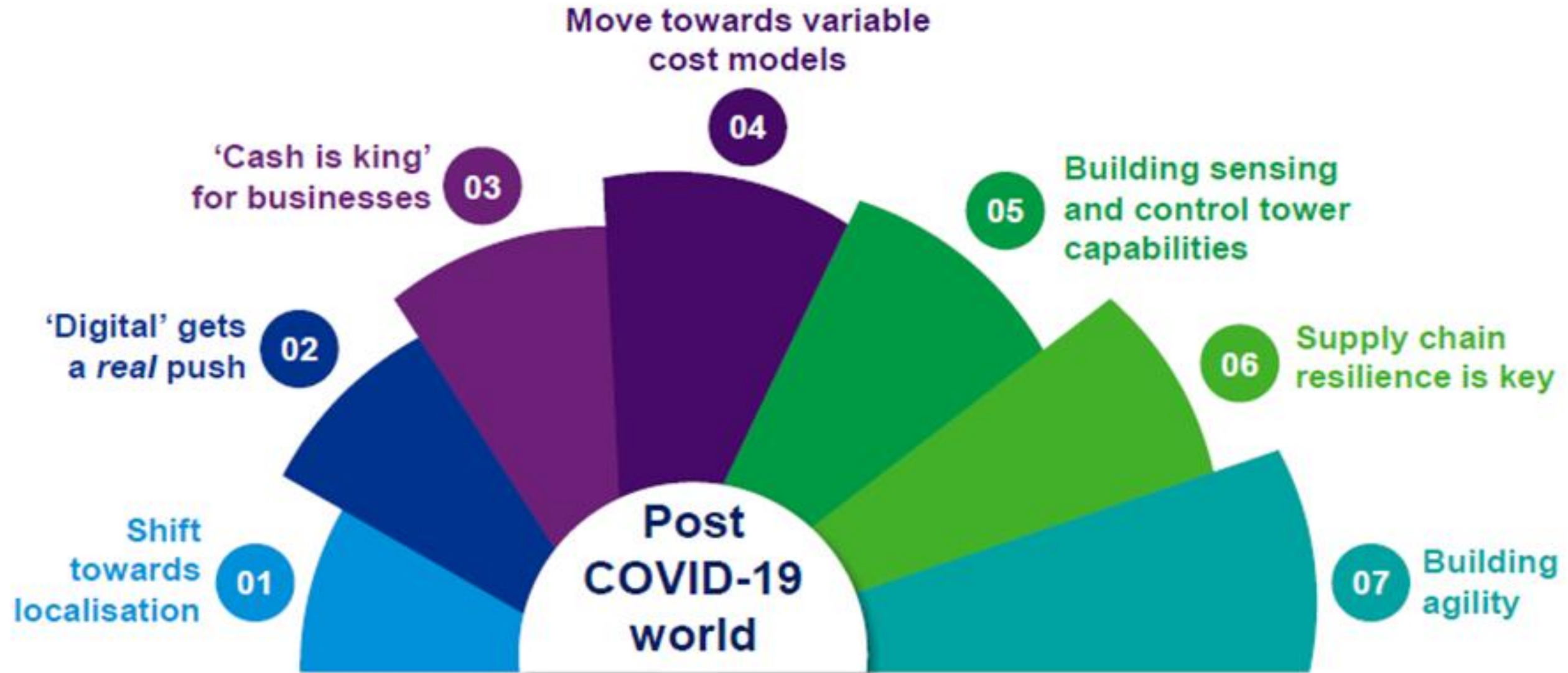
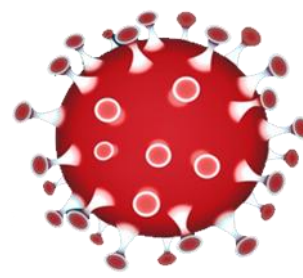
Meenakshi Natarajan
Senior Strategic Sourcing Specialist,
Prodair Air Products India Pvt. Ltd

Meenakshi have over 16 years of experience in Supply chain functions. Meenakshi has worked for various MNCs in Manufacturing & EPC sectors ; Vedanta Resources, Larsen & Toubro and Bechtel.

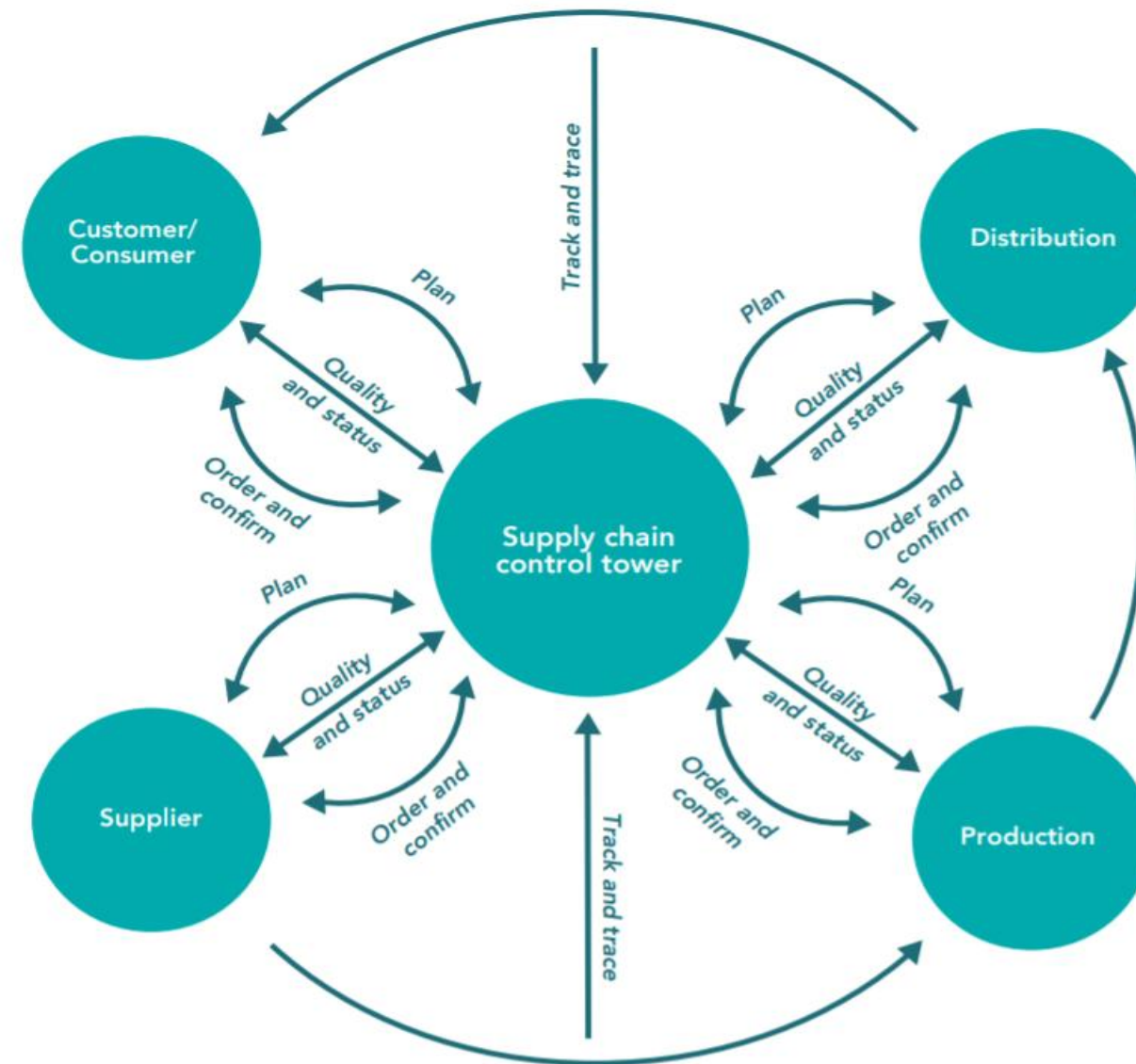
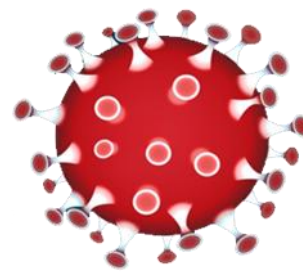
Currently she is associated with Air Products & Chemicals. Meenakshi has completed her academic degree BTech in Chemical Engineering and she is a Certified Lean Six Sigma Black Belt.

She also has PMP(PMI-USA) & CPSM (Institute for Supply Management, USA) certifications.

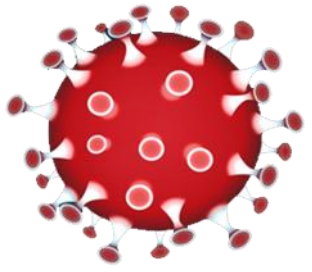
Post COVID-19 Era



Integrated Ecosystem



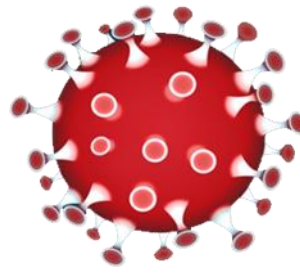
Return is Not a Destination



Step-by-Step Approach

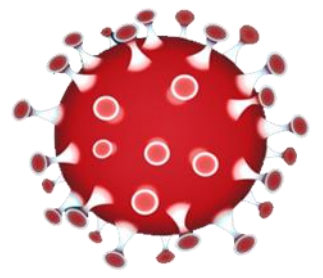
- Recover revenue
- Rebuild operations
- Rethink the organization
- Accelerate adoption of digital solutions

Final Thoughts...



- ❑ Stop assuming the old ways will return
- ❑ **Remote working** is about more than giving your team a laptop
 - ❖ Accelerate best practices around collaboration, flexibility, inclusion, and accountability
- ❑ Stop relying on **traditional organizational structures**
 - ❖ Accelerate the transition to agility
- ❑ Redesign supply chains to optimize resilience and speed
- ❑ Accelerate '**nextshoring**' and use of advanced technologies
- ❑ Switch to **contactless operations**
- ❑ Accelerate transition to digitization and automation
 - ❖ Recover revenue, rebuild operations, rethink the organization, and accelerate adoption of digital

Mantra for Success

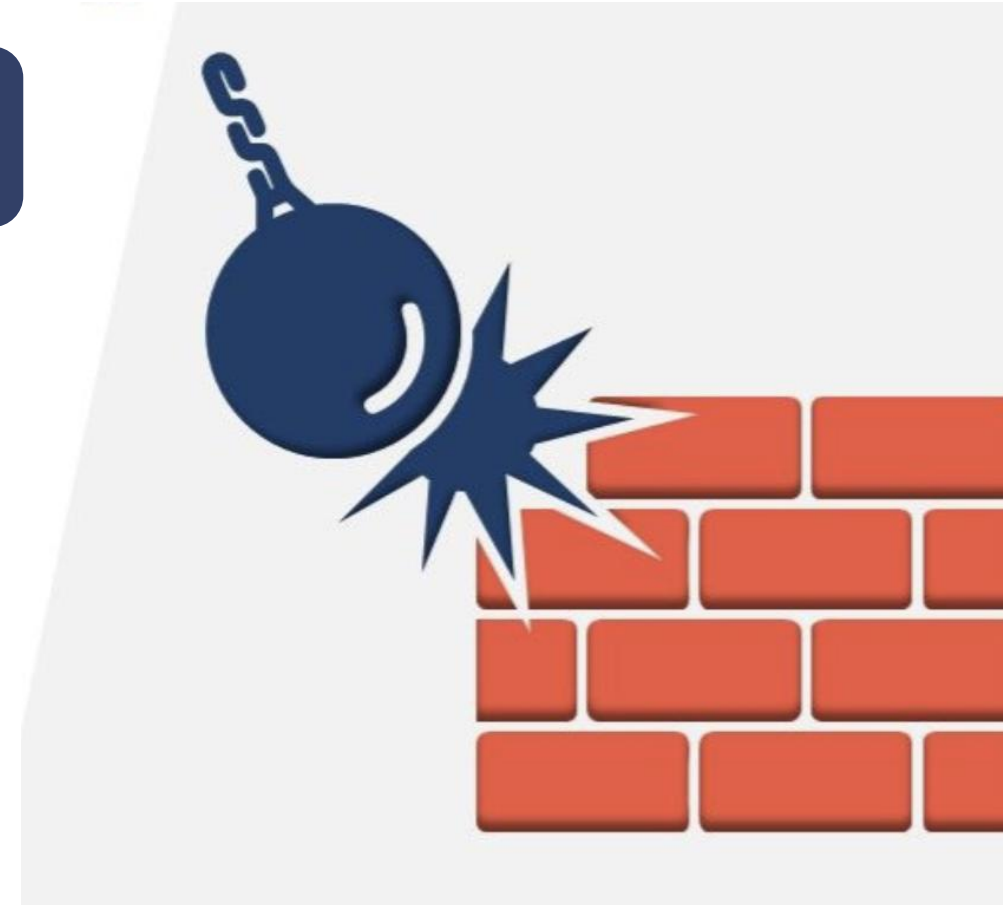


DISRUPTION

RETHINK

REINVENT

REPOSITION



THANK YOU!



For More Information
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