

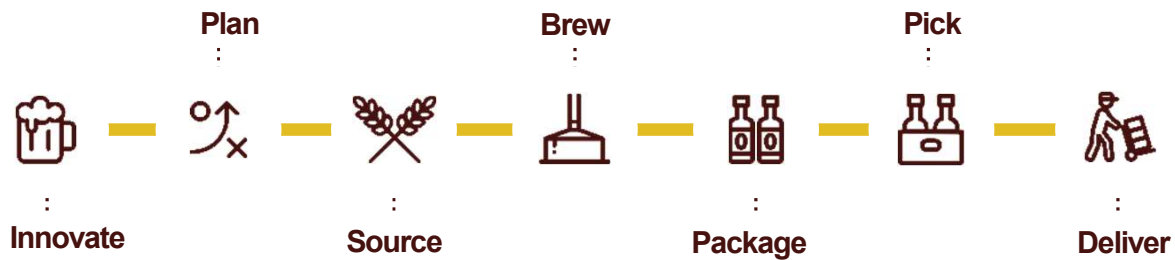
Smart Supply Chain

Smart Manufacturing Accelerator Program by nasscom

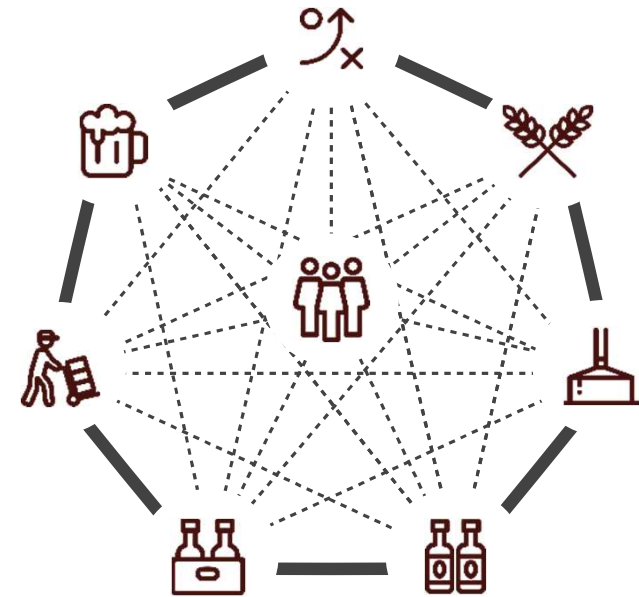
Abhishek Purwar

# Our Supply Chain of the Future Dream....

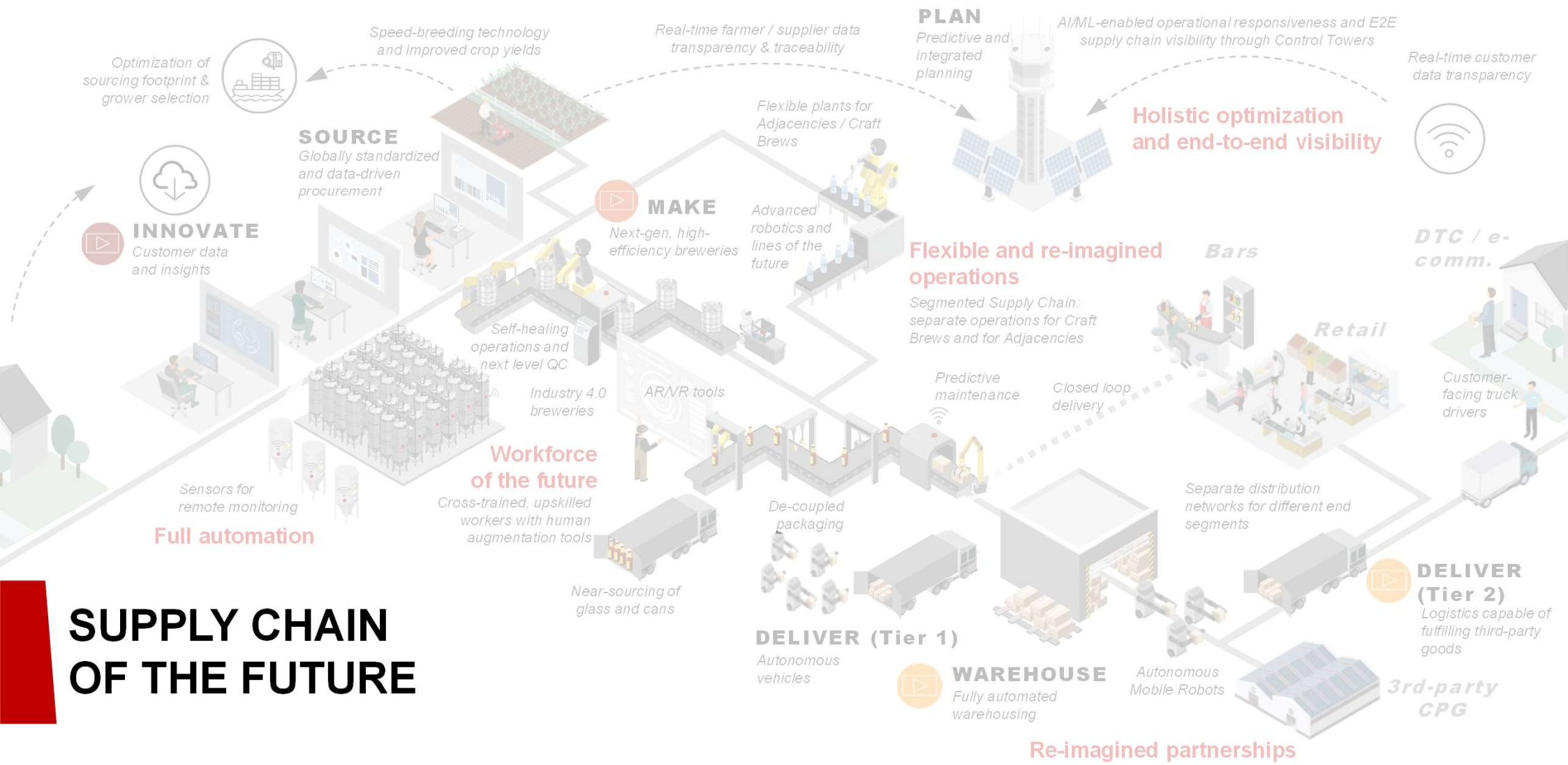
We are moving from a **manual, linear, and production-centric** supply chain...



...to one that is digital, interconnected & consumer-centric



# Within SCoF we will transform Supply & Logistics Operations



## SUPPLY CHAIN OF THE FUTURE

# GLOBAL PLATFORMS & TECH CAPABILITIES WE ARE BUILDING

## Supply (BOPs & VOPs)

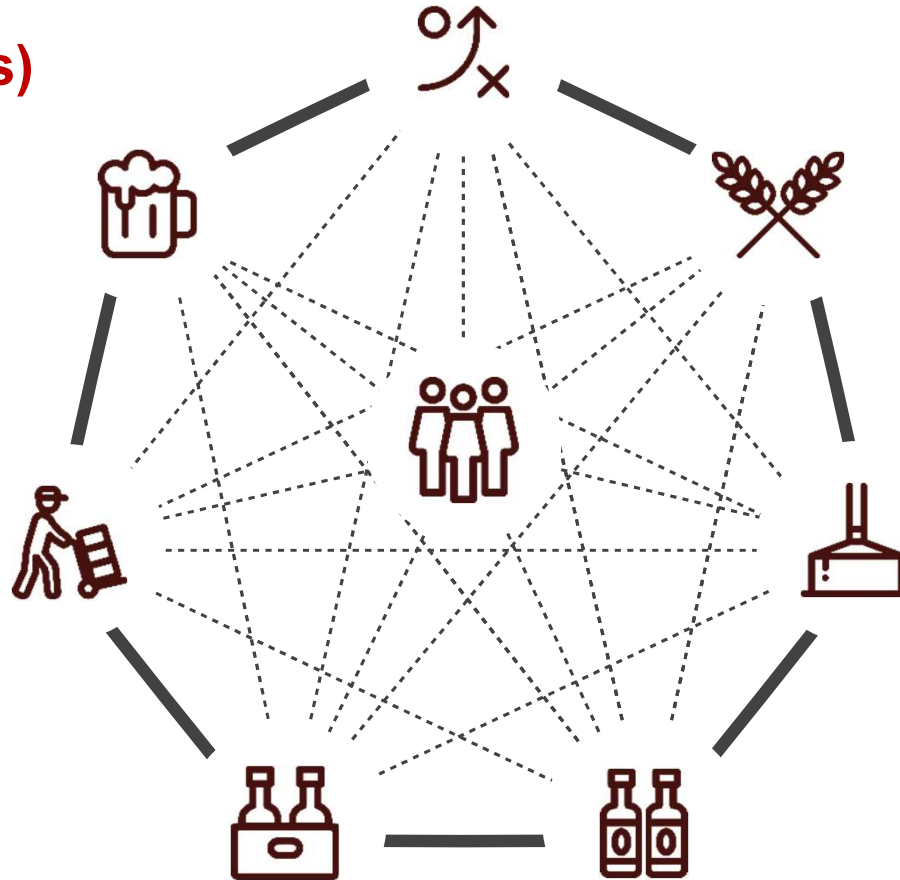
- Connected Operations
- Managed Operations
- Mobile Operations
- Digital Brewery / Factory

## Logistics

- Integrated Planning
- Warehouse Management
- Transportation Management
- Delivery Execution

## Sourcing

- Strategic Sourcing



## Analytics

- Operator Insights
- Augmented Operator
- Close Loop Automation

## Data Availability

- Operation level data
- Global consolidation
- End-to-End Traceability

## DevOps & Infra

- Co-Design/Co-Develop
- Digital Decoupling

# What does this mean for logistics?

Global Platform	Best Practices Adopted	What should be Technology focus?	Time Period for Maturity
<p>Integrated planning, including production scheduling</p>	<ul style="list-style-type: none"> <li>• Demand Sensing - react to sudden change in consumer demand</li> <li>• Customer Collaboration: Sell-out and inventory visibility at customers</li> <li>• Real-time S&amp;OP</li> <li>• Supplier collaboration (inventory and production)</li> <li>• Control Towers to enable visibility, analysis, diagnosis, and actions)</li> <li>• Build complementary algorithms running on top of planning too.</li> <li>• Lead Demand planning centralization</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on a smooth implementation of o9</li> <li>• Accelerate centralization of demand planning in O9</li> <li>• Wait for global definition of the global production scheduling tool</li> </ul>	<p>3-4 Years</p>
<p>Transport Management</p>	<ul style="list-style-type: none"> <li>• 90% utilization of transport scheduling and execution system</li> <li>• Electronic invoices with electronic processing</li> <li>• Driver behavior monitoring</li> <li>• Higher level of centralization to regional /global center</li> <li>• Control tower for transport management (structure &amp; process)</li> <li>• Established control room for T1</li> <li>• Contribute to capability catalog that augment TMS capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the implementation of Control tower for T1</li> <li>• Connect with Analytics team (zone and ops) to create complementary applications</li> </ul>	<p>2-3 Years</p>
<p>Warehouse Management</p>	<ul style="list-style-type: none"> <li>• 100% Inventory Accuracy</li> <li>• Globally standardized warehouse inventory reporting</li> <li>• Cases level traceability</li> <li>• Adopted WMS platform across zone</li> <li>• Lead development for warehouse analytics</li> <li>• Lead exploration of warehouse automation solutions for developing markets</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on building Marketplace template for warehousing</li> </ul>	<p>1-2 years</p>

# What does this mean for Supply?

Global Platform	Best Practices Adopted	What should be Technology focus?	Time Period for Maturity
Connected Brewery	<ul style="list-style-type: none"> <li>• Connected operations with established vulnerability management</li> <li>• Lead explore and standard generation for the deployment of IIoT(4<sup>th</sup> Gen) devices</li> </ul>	<ul style="list-style-type: none"> <li>• Continue exploring connectivity options for different operations</li> <li>• Work with TechOps to establish routines to close identify (proactively) &amp; address vulnerabilities</li> </ul>	1-2 Years
Managed Brewery	<ul style="list-style-type: none"> <li>• Adopted company MES</li> <li>• Contributing zone to the future of Managed operations</li> </ul>	<ul style="list-style-type: none"> <li>• Keep testing company MES for fit and value. If ready speed up implementation in zone</li> <li>• Get involved in definition of the future of managed operations</li> </ul>	3-4 Years
Mobile Brewery	<ul style="list-style-type: none"> <li>• Mobile framework adopted for application development</li> <li>• Contribute to the company catalog for applications by building Porting capabilities.</li> <li>• Lead the way to expand framework across the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Keep developing applications, leveraging the cosmic framework</li> <li>• Expand the use of the cosmic framework into Logistics</li> <li>• Build co-development DevOps team close to the lighthouses (Mobile and MES capabilities)</li> </ul>	3-4 Years
Smart Brewery	<ul style="list-style-type: none"> <li>• Implemented lighthouse brewery, developing capabilities that are being adopted within and across zones</li> <li>• Leading explore pilots partnering with Beer garage and start-up ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>• Establish lighthouse brewery and play leading role to build capabilities to address zone needs</li> </ul>	2-3 Years
Overall	<ul style="list-style-type: none"> <li>• Portfolio transparency – 100% joint vision and planning</li> <li>• Benefits realization – hard benefit commitment and tracking</li> <li>• Co-development – develop products that are adopted accross zones</li> <li>• Tech Stack – commitment to breadth of tech stack deployments across zone</li> </ul>		2-3 years

# What does this mean for Overall Supply Chain?

Global Platform	Best Practices Adopted	What should be Technology focus?	Time Period for maturity
Integrated supply chain – data	<ul style="list-style-type: none"> <li>• Fully catalogued data tags</li> <li>• Only streaming data that supports operations or enables capabilities</li> <li>• Data assets proactively reviewed for usage and optimization</li> </ul>	<ul style="list-style-type: none"> <li>• Continue mapping data needed to enable current use cases</li> <li>• Start monitoring data assets for usage</li> <li>• Identify data sources across the supply chain</li> </ul>	1-2 Years
Integrated supply chain – processes	<ul style="list-style-type: none"> <li>• Automated processes, with people focus on exception management</li> <li>• Centralized operations capturing knowledge and optimizing operations</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt data mining tool to find opportunities to optimize currently centralized operations</li> <li>• Design and build playbook for future opportunities</li> </ul>	1-2 years
Integrated supply chain – performance	<ul style="list-style-type: none"> <li>• Lead supply chain performance across all KPIs</li> <li>• Contribute to best practices that are implemented within zone, and adopted across zones</li> </ul>	<ul style="list-style-type: none"> <li>• Link KPIs to best practices, focus on best practice implementation across zone</li> </ul>	1-2 years
Integrated supply chain - visibility	<ul style="list-style-type: none"> <li>• Integrated process across functions monitoring and adjusting to optimize for successful outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmark with Zones on touchless order-to-delivery and adopt across zone</li> <li>• Identify other workstreams to define and build</li> </ul>	1-2 years