

# The Resilience Imperative

*2020 has highlighted the importance of supply chain resilience. **It is key however, that Boardrooms do not overcorrect** and move too far away from the traditionally efficient 'lean supply chain model'.*

*This paper explores how to execute a balanced, proportionate response towards achieving supply chain resilience via targeted technology deployment.*

# Applying the right amount of resilience to operating models with targeted deployment of supply chain technology



# The Resilience Imperative

Do you consider your supply chain to be lean?

Does it operate with?	Such as...	Data supports...
1 Visibility	<ul style="list-style-type: none"> <li>ATP/ATC confidence</li> <li>Order exception management</li> </ul>	Reporting & Analytics – decision making
2 Optimised Inventory, Labour and Networks	<ul style="list-style-type: none"> <li>KPIs – GMROI, Stock Turn</li> <li>ABCD segmentation</li> <li>Direct activity costing</li> <li>Automation</li> <li>Agreed service levels</li> </ul>	Analytics & Planning - execution
3 Collaboration	<ul style="list-style-type: none"> <li>Open book</li> <li>Preferred suppliers</li> <li>Innovation</li> </ul>	Integration, Shared Forecasts & Scorecards - innovation

If the answer to one or more of these questions is **no**, then perhaps your supply chain tends towards lazy.

- For the 'lazy' a swing towards resilience could result in unnecessary costs without building the right capability.
- For the 'lean' do you need enhanced capability to manage effective resilience?

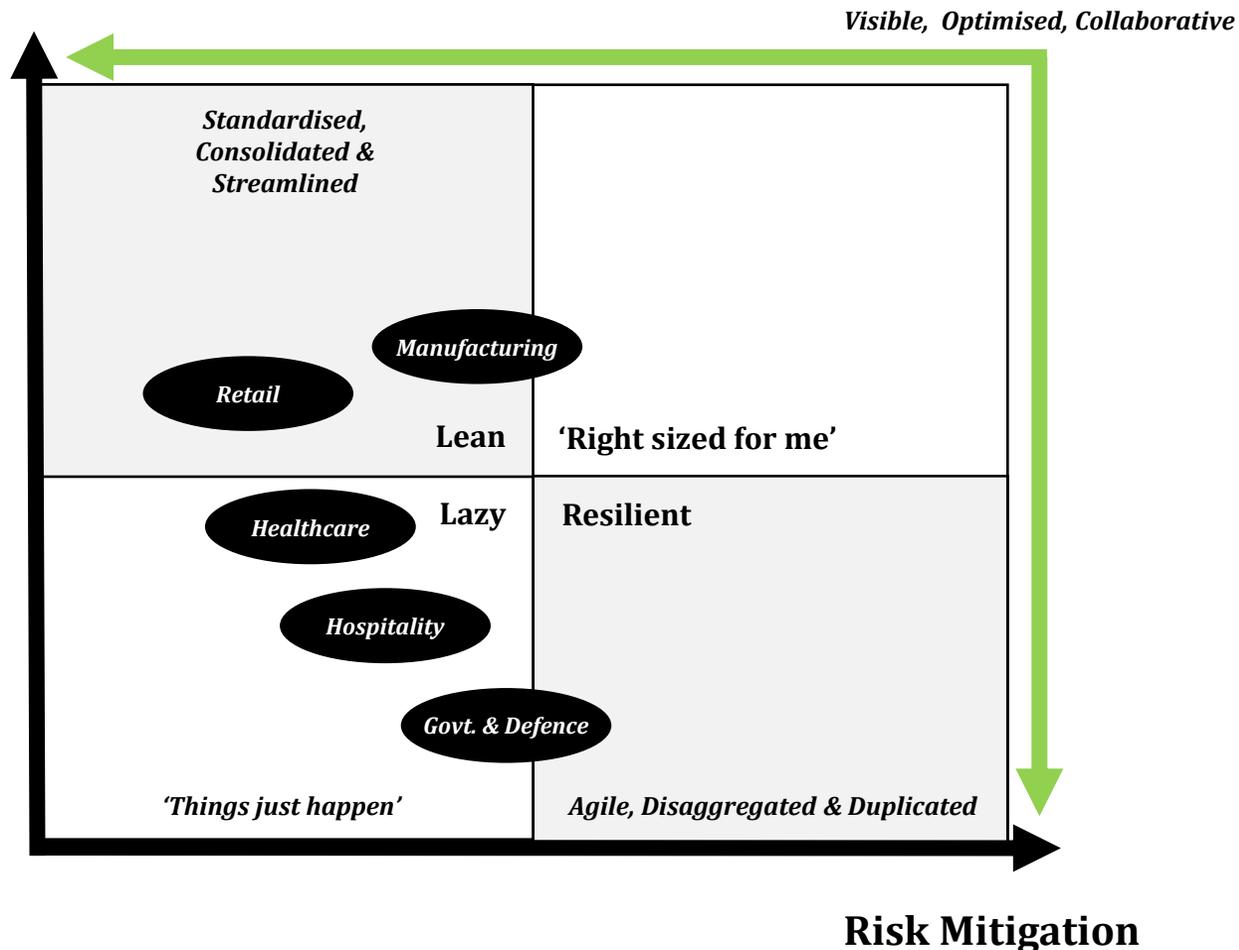


*“...Supply Chains today have been typically designed based on driving ‘operational excellence’ principles – leading many to be currently dialed towards being lean...”*

# Chapman's 2 x 2

Lean & Resilient shouldn't be mutually exclusive

CODB Benefits



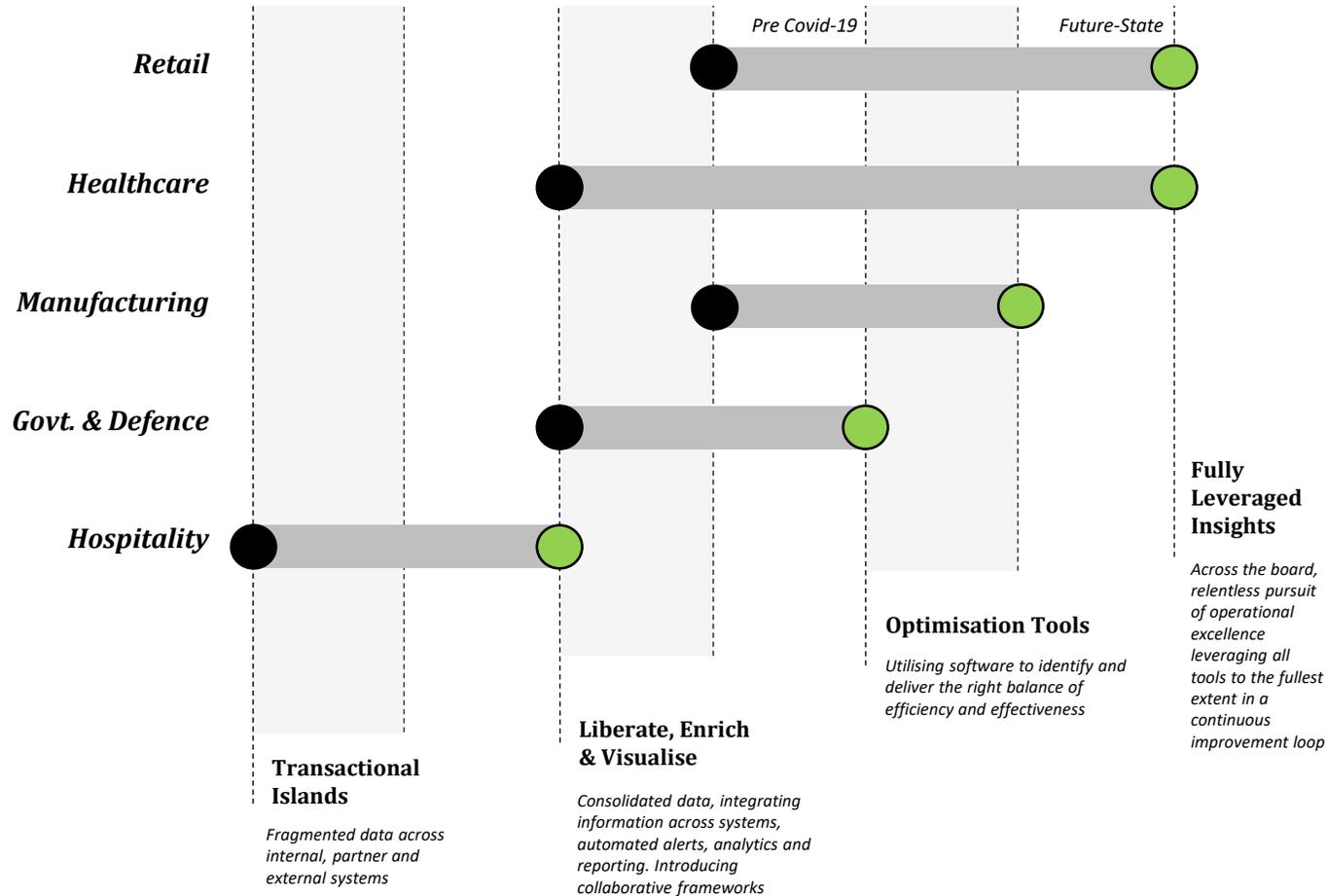
“Resilience will add complexity – this must be targeted.”

“If you are already lean, use and enhance your supply chain capability to optimise for resilience.”

“If you are lazy, you will need to build foundational capability.”

# The Resilience Shift

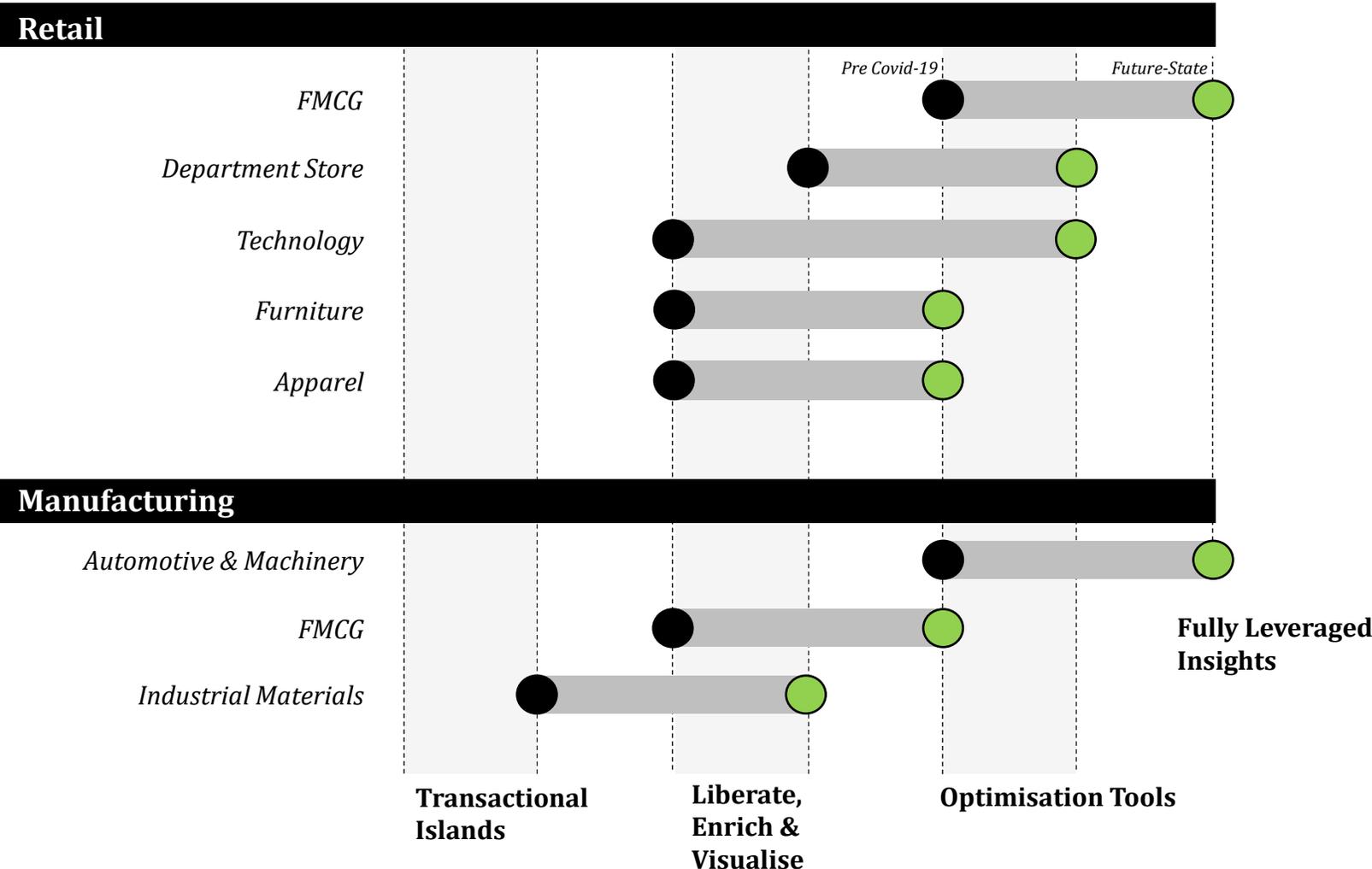
In reviewing impacts of COVID-19, it is important to acknowledge the critical role of technology in both resilient and lean capability for each industry.



“...In shifting towards resilience, it is key not to overcorrect and lose the successful attributes of being lean...”



To achieve tangible business outcomes, it is not necessarily critical to pursue substantial step-changes in implemented technology.

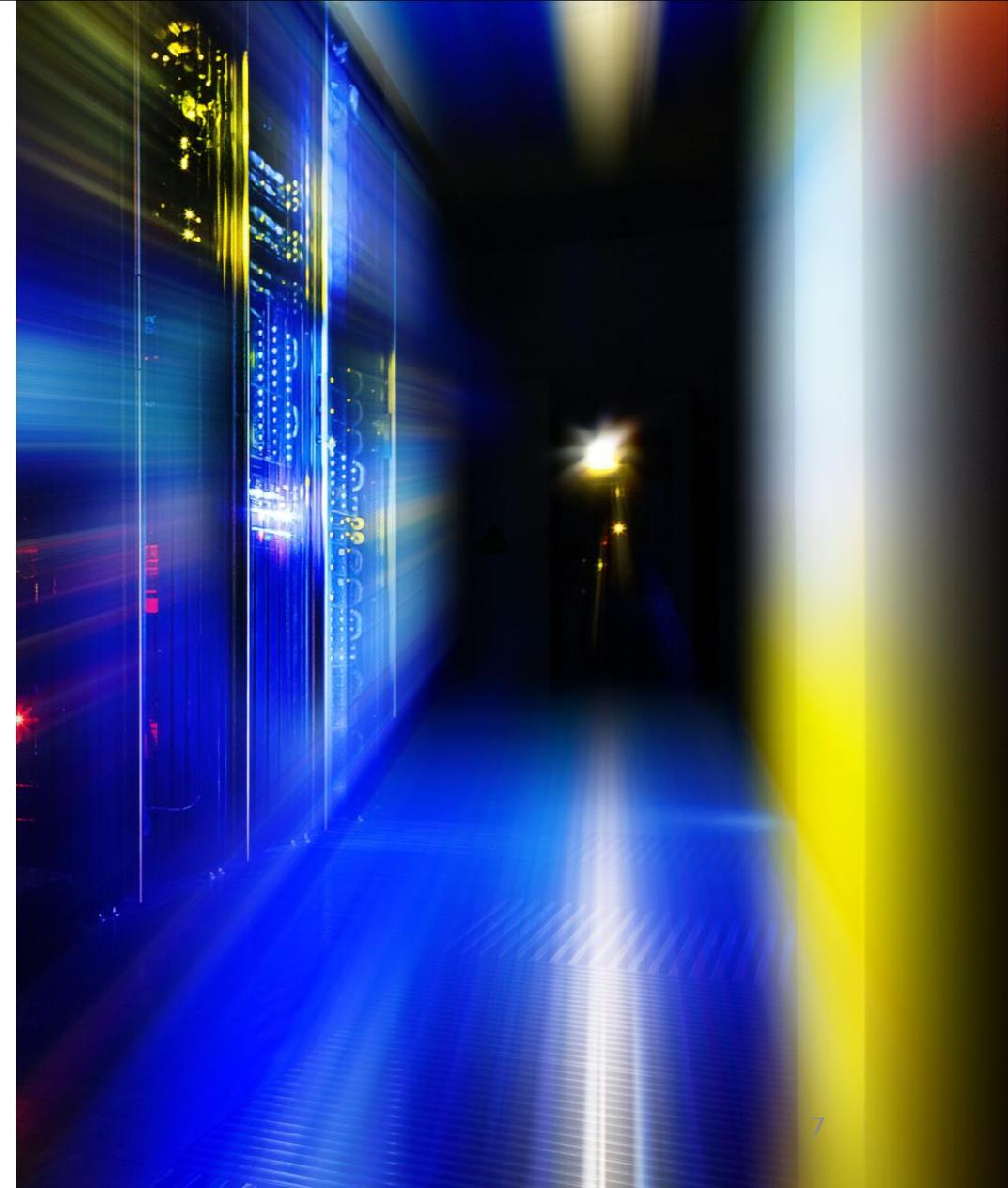


***‘Right sized for me’***  
*will vary substantially between industry sectors. It must take into account specific organisational goals, current capability and unique market conditions.*

## What can be done today?

As you face new strategic challenges, and an inevitable pressure to deliver short-term wins, what can be done **today**?

1. Assess your options for opportunities to build maturity and capability applicable to any pivot on supply chain execution.
2. Next, start with your data. Break it out of the ERPs and other transactional systems, join it together and make it accessible.
3. Then - visualise, optimise and collaborate.



GRA is Australia's premier expert consulting firm specialising in supply chain strategy, planning and execution.

As we have witnessed a challenging new operating environment for businesses and their supply chains globally, we are here to support you and your organisation. We can work with you to determine how your supply chain may be best configured to enable the delivery of your strategic goals.

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