

# Minor Smart Supply Chain

*What is happening in daily - business - live globally related to the supply chain...*



## How Pfizer transformed its supply chain to deliver vaccines at lightspeed

In a span of months, the company strengthened its production power for pandemic-level demand.

By Max Garland • Sept. 21, 2021

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## Inventory levels jump as manufacturers hold onto work-in-progress products

Manufacturers of transportation equipment, computers and electronics need chips, which are in short supply, and some products are being held until critical components arrive.

By Max Garland • Sept. 14, 2021



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## Returns volume and costs set to climb in pricey supply chain environment, survey says

Those expenses pile onto “rising freight costs, capacity constraints and delays,” the executive director of the Reverse Logistics Association said.

By Max Garland • Nov. 30, 2021

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## Gap designs fulfillment system to prioritize 'most valuable' customers

Delivery speeds will be tiered as gold, silver and bronze, which the CEO said would help manage costs.

By A.B. Brown • April 6, 2021

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## Shortages and other challenges across liquor supply chain throw a wrench in summer rebound

“We’re at the mercy of the supply chain,” said the CFO of Brown-Forman, the maker of Jack Daniel’s and Woodford Reserve.

By A.B. Brown • Aug. 19, 2021

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## Tesla works with suppliers to source alternative chips amid semiconductor shortage

The approach helped the automaker produce and deliver 200,000 vehicles in Q2, but it warned the workaround could be difficult to sustain.

By Max Garland • July 28, 2021

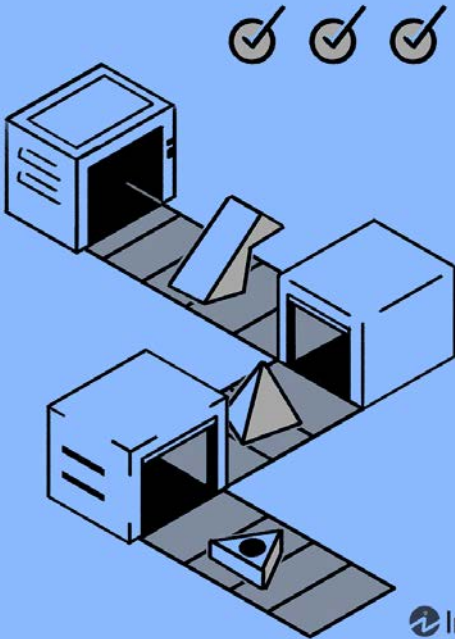
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**Supply Chain Management (SCM)**

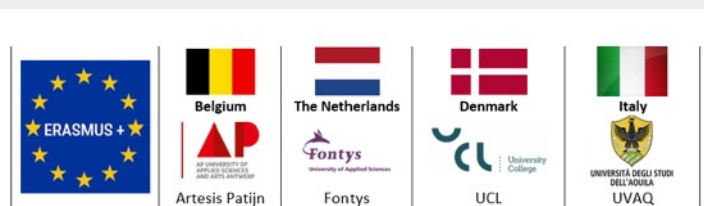
*['es 'sē 'em]*

The management of the flow of goods and services and includes all processes that transform raw materials into final products.

 Investopedia

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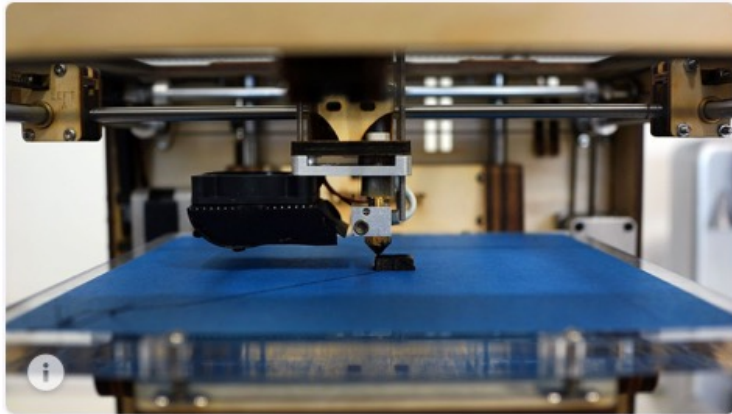
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## 3D printing brings customization to the supply chain

Advances in additive manufacturing could have wide-reaching effects, even changing how supply chains are designed long-term, one analyst said.

By Jen A. Miller • Feb. 22, 2022

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## Industry group warns pallet prices up 400% amid shortage

Demand for pallets stems from retailers and grocers restocking, while pallet manufacturers face supply constraints and rising material costs.

By Shefali Kapadia • May 20, 2021

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## Manufacturers struggle to grow inventories as supplier deliveries remain sluggish: ISM

The ISM Manufacturing Inventories Index for July indicated falling inventory levels. It had reached growth territory in May and June.

By Matt Leonard • Aug. 3, 2021

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## Ford shifts focus to built-to-order to mitigate semiconductor shortage's effects

The automaker envisions the chip shortage persisting through the end of this year. It's adapting by allocating chips to customer orders, new launches and its more profitable vehicles, CFO John Lawler said.

By Max Garland • Aug. 2, 2021

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## How Ferrero uses data to monitor stock, reduce food waste

The confectionery giant is working with software company Alloy to improve the efficiency of its operations by cutting down on overstock and out of stock items.

By Lillianna Byington • Oct. 20, 2020

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## Frito-Lay bucks the trend of supply chain simplification

The snack brand is embracing complexity, which demands a supply chain that's primed for efficiency.

By Shefali Kapadia • July 20, 2021



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## Top retailers will establish robot resource departments as demand grows: Gartner

Further investment in robots is one way companies are boosting fulfillment center productivity, as orders get processed closer to the point of delivery in a new era for retailers.

By Max Garland • Oct. 12, 2021

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## Blockchain drives transparency in the supply chain

Adopters face marketing, data and governance challenges before they can reap the technology's full benefits.

By Jen A. Miller • March 22, 2022

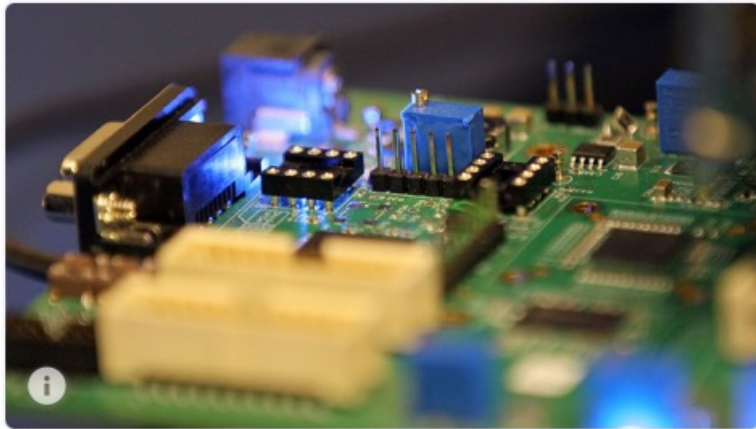
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## Automakers work to increase transparency into semiconductor supply

Ford CEO Jim Farley said the company was working directly with semiconductor fabs, the first tier in the semiconductor supply chain.

By Matt Leonard • Aug. 19, 2021

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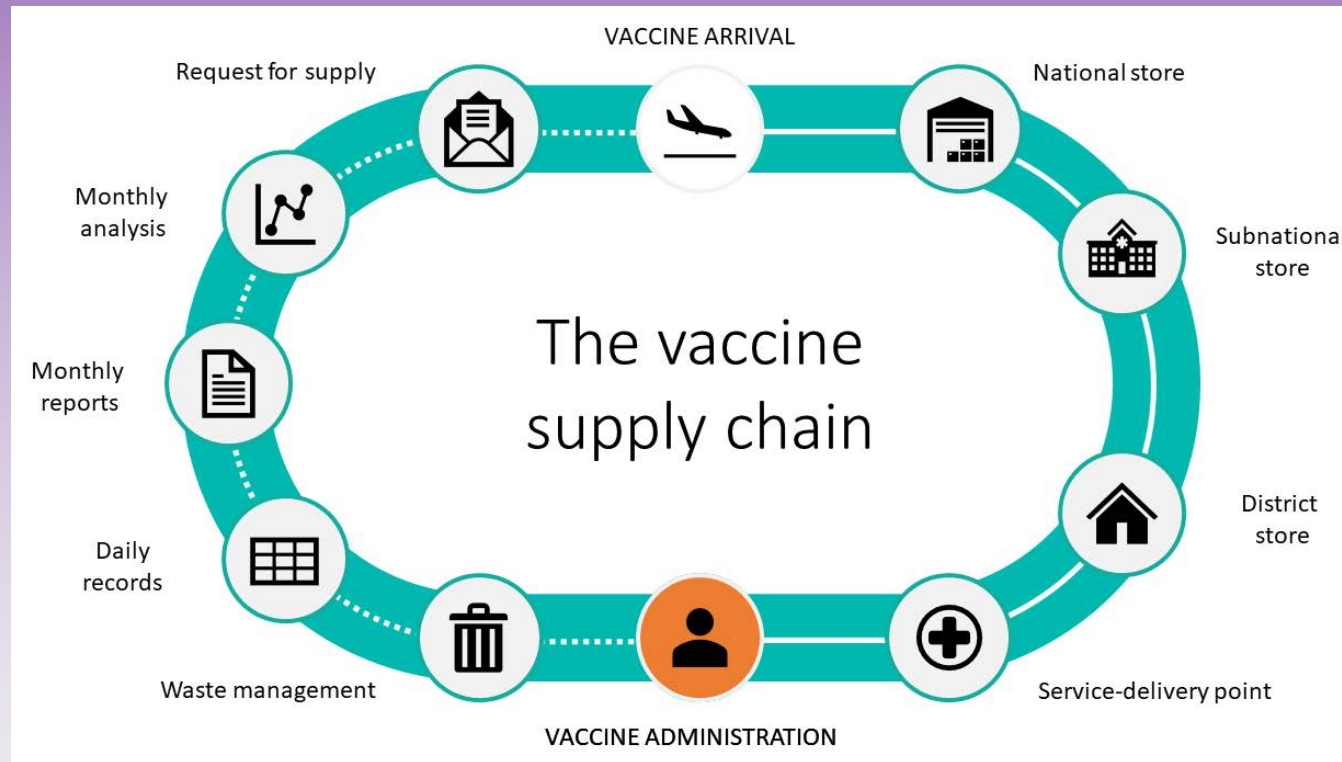
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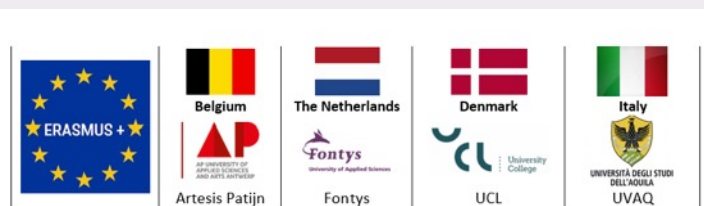
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## Cloud technology, now within reach, helps supply chains scale

Lower costs, improved products and increased comfort with sharing data is contributing to a rise in cloud applications.

By Jen A. Miller • Nov. 9, 2021

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## Ahold Delhaize embraces wearable lifting tech for distribution center workers

When wearing the “exosuit” an item that weighs 22 pounds feels like it’s 14 pounds.

By Sam Silverstein • July 6, 2021

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## China's largest warehouse operator forms joint venture to build logistics infrastructure in Vietnam

Vietnam has become one of the countries that is often included in discussions as companies talk about sourcing from new suppliers outside of China.

By Matt Leonard • Oct. 16, 2020

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## Supply chain pros embrace AI for forecasting, inventory despite limitations during pandemic

Rigid systems that don't respond to rapid market shifts and a lack of reliable data frustrated respondents in a survey from Secondmind.

By Matt Leonard • Oct. 13, 2020

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## Facing production constraints, Hershey turns to SKU rationalization

The candy and confectionery company is focusing on its most popular products to reduce complexity.

By Alejandra Salgado • April 1, 2022

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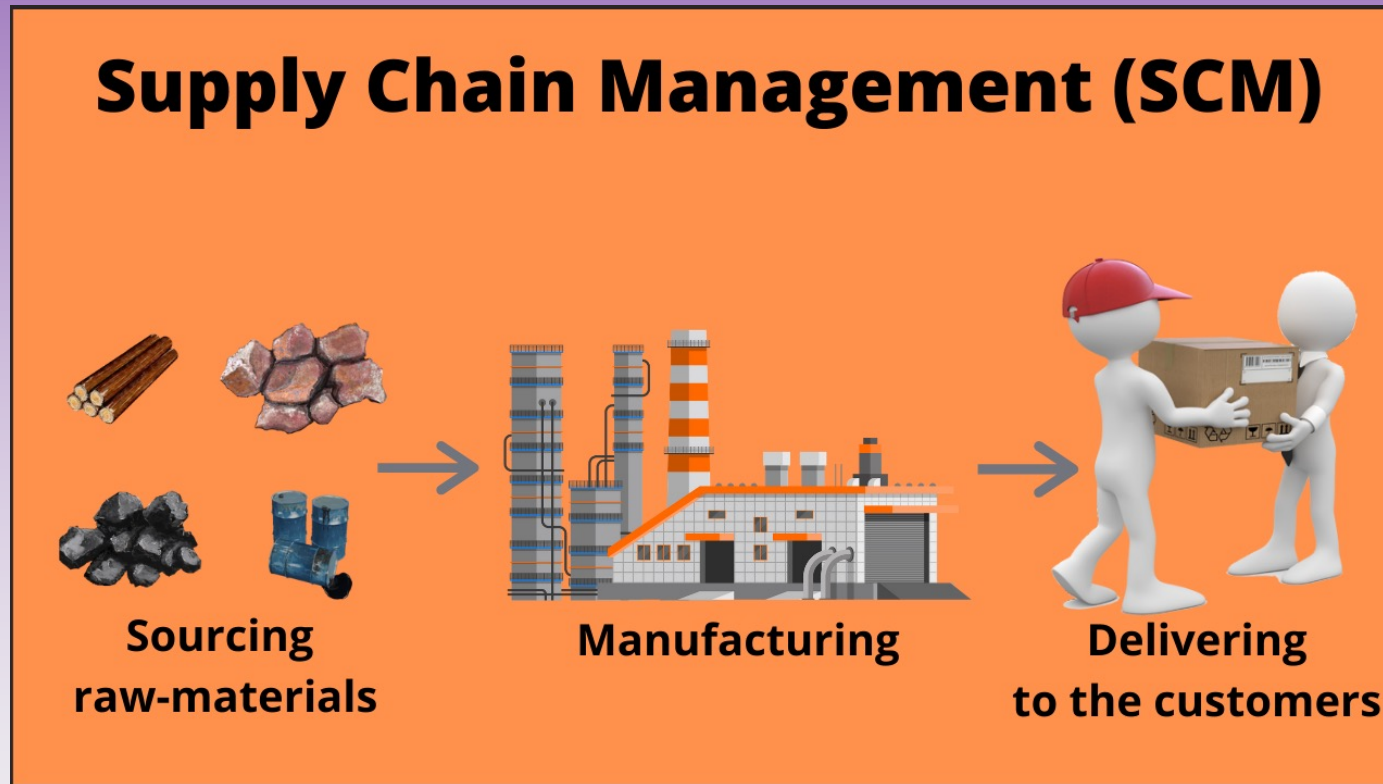
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## Toymakers worry congestion will lead to holiday inventory troubles

The time it takes to ship products from China to the U.S. increased by 83% in September compared to before the pandemic, according to Freightos.

By Alejandra Salgado • Sept. 23, 2021

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## Aldi deepens focus on Gulf Coast with new distribution center

The 564,000-square-foot facility will eventually have capacity to serve 100 grocery stores in Louisiana, Alabama, Mississippi and the Florida Panhandle.

By Sam Silverstein • Feb. 2, 2023

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## GE normalizes Shanghai contrast dye production, easing medical supply constraints

Production had come to a standstill amid local lockdowns, forcing U.S. physicians to postpone nonemergency tests.

By Nick Paul Taylor • June 9, 2022

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## Adidas coaches its suppliers in the sustainability marathon

The sportswear brand applies the 80/20 rule to reducing emissions with a focus on strategic tier 1 and 2 suppliers, and a recognition that not every tactic works for every vendor.

By Emma Cosgrove • Oct. 5, 2020

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## Columbia Sportswear's Q4 performance hampered by delivery delays

To avoid late deliveries, the retailer is making adjustments in people, processes and systems.

By Kelly Stroh • Feb. 16, 2023

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## Auto suppliers restart with leaner inventories, aggressive cost-cutting: Moody's

One challenge for the industry will be matching production output with the consumer demand and current inventory in dealership networks.

By Matt Leonard • Sept. 29, 2020

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## HelloFresh opens 2 new distribution centers

The meal kit company is leasing facilities in Georgia and Texas to help meet growing demand in the Southeast and Central Texas.

By Jessica Dumont • Sept. 1, 2020

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## Nike looks to clear dated products as inventory costs rise

After placing holiday orders early to combat lengthy transit times, the retailer is now getting hit with an onslaught of product arrivals.

By Kate Magill • Oct. 3, 2022

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## Harley-Davidson revamps inventory management, cuts production

The new plans are part of a broader restructuring strategy after Harley-Davidson's retail sales slid almost 27% compared to the same time last year.

By Matt Leonard • July 29, 2020

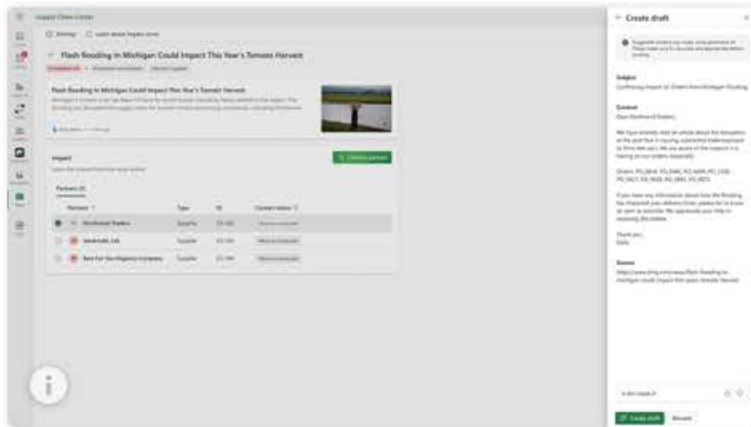
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## Microsoft unveils AI tool to mitigate supply chain risk

The Dynamics 365 Copilot not only flags potential threats, but also automatically drafts an email to suppliers asking whether they will be impacted.

By Kelly Stroh • March 14, 2023

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## More ports to join Supply Chain Information Highway

The Port of Long Beach wants to expand the visibility platform from “coast-to-coast,” and is starting with familiar partners.

By Colin Campbell • May 24, 2022

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## Oracle to offer shippers a more precise way to track supply chain emissions

Updates to the company's SCM platform intend to help users in transportation and logistics optimize planning decisions.

By Kelly Stroh • March 7, 2023

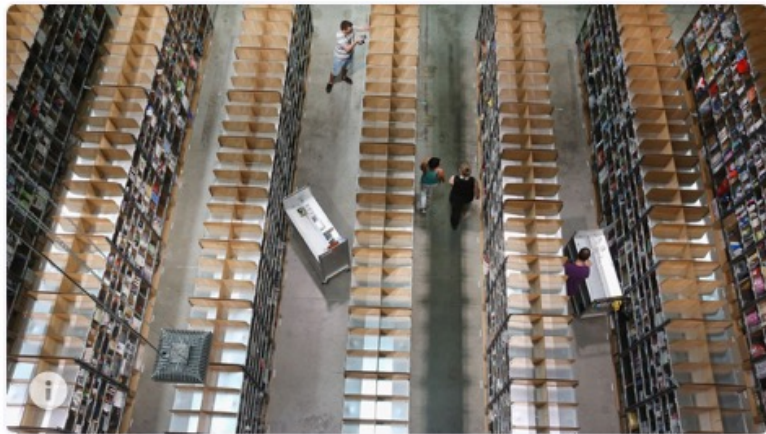
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## Just-in-time and safety stock require a careful balance

Over the course of the pandemic, inventory has gone up, but so have sales. Are companies rethinking lean or just trying to keep up with demand?

By Matt Leonard • Nov. 10, 2021

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## UPS' Ware2Go expands footprint, boosts services for Amazon sellers

The on-demand warehousing provider now has access to facilities in Baltimore, Las Vegas and Tennessee through a deal with e-commerce platform Whitebox.

By Max Garland • Feb. 8, 2023

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COLUMN

## Patent Pending: Choosing when to deploy AVs, using drones in intermodal transit

Amazon and UPS have some unusual ideas on how to integrate autonomous vehicles and other technology into their operations.

By Max Garland • Feb. 1, 2023

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## Supply chain optimization is a top priority for Nordstrom this year

Building on improvements made in 2022 will help the retailer's business amid a slump in sales, a company executive said.

📌 Operations Management

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## Supply chain snags could knock out \$17B in apparel and footwear profit in 2022: report

Backups and bottlenecks persist, putting pressure on profits. And only 12% of organizations in the sector are leading in resilience, according to Kearney.

By Ben Unglesbee • Feb. 1, 2022

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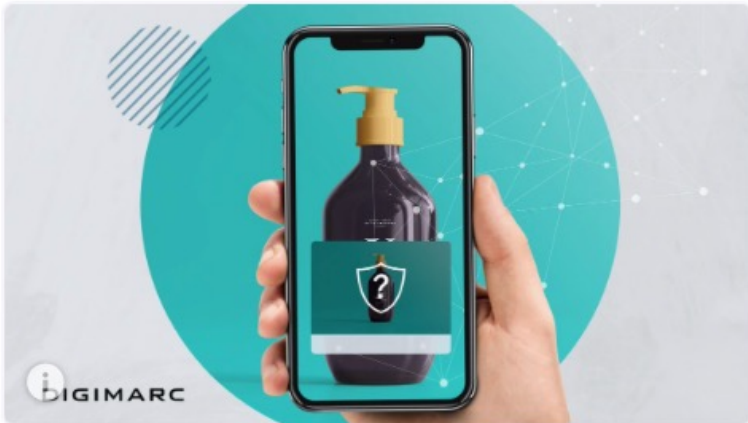
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## Why you must digitize your products for today's complex global supply chains

Your brand may not know where the majority of its products are right now. And it's not alone.

Jan. 23, 2023

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## Retailers clear inventory, automate in pursuit of supply chain normalcy

Ongoing promotional environments and cargo diversions are just a few of 2022's most notable supply chain trends.

By Kelly Stroh • Dec. 29, 2022

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## Car parts supplier loads up on inventory as just-in-time delivery loses appeal

Companies that have what customers want when they want it are the ones coming out on top in this environment, a CarParts.com executive said.

By Maura Webber Sadovi • Jan. 24, 2022

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## Apple expects China COVID-19 restrictions to delay iPhone shipments

A major supplier is working at reduced capacity amid a resurgence of the virus.

By Kate Magill • Nov. 7, 2022

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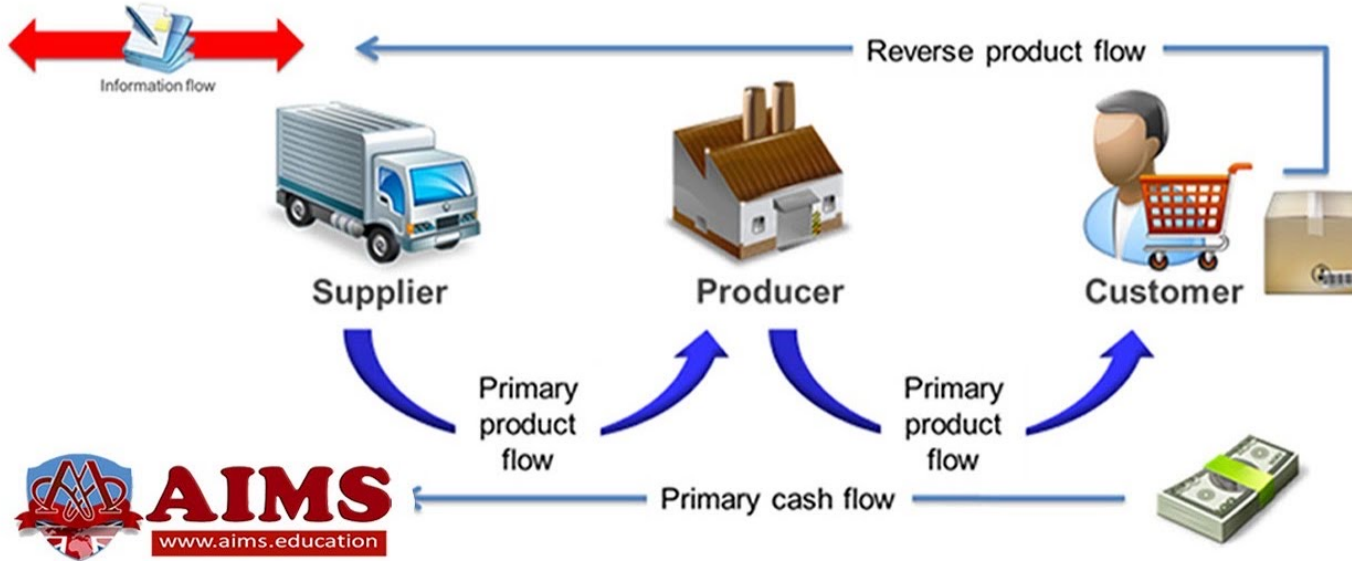
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## What is Supply Chain Management?



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## Predictive analytics determine what's in stock at Nike's new Los Angeles warehouse

The company maintains that direct-to-consumer distribution is the future for Nike, which is reflected in its warehousing investments.

By Emma Cosgrove • Sept. 23, 2020

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## Transport constraints force Tesla to rethink production schedule

The EV maker is transitioning to a more evenly spread schedule throughout the quarter to avoid logistics capacity strains.

By Kate Magill • Nov. 1, 2022

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## Why supply chain data is king in the coronavirus pandemic

Healthcare systems, distributors and purchasing organizations rely on real-time data to manage supplies and model their equipment and staffing needs.

By Deborah Abrams Kaplan • April 7, 2020

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## Aldi tests ecommerce platform, aims to create new delivery service

The business is working with a tech company to develop its own online grocery platform for use across the U.S.

By Sam Silverstein • Nov. 1, 2022

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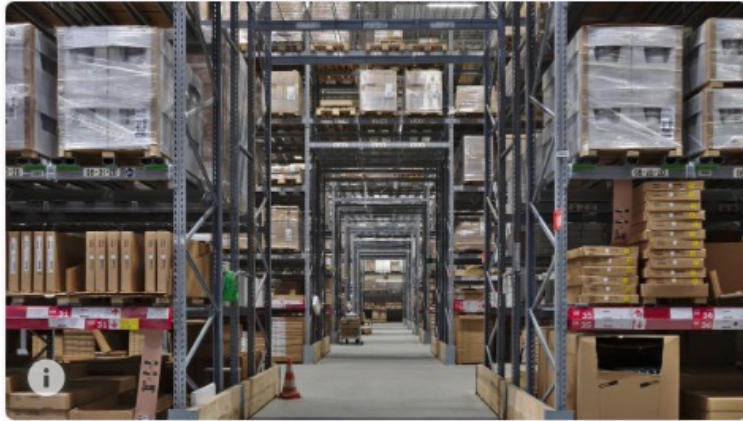
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## ‘Real pressure on supply chains’: How major players are balancing costs, speed and a new retail world

Executives from PVH, Under Armour, Dollar General, Tractor Supply and American Eagle spoke about current challenges and what it means for supply chains to be agile at NRF’s Retail Converge.

By Ben Unglesbee • July 7, 2021

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## DEEP DIVE

### How the US plans to transform its lithium supply chain

With just 3.6% of global reserves, access to the critical mineral is vital to the country's sustainable energy plans.

By Deborah Abrams Kaplan • Oct. 27, 2022

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## Apple calls on suppliers to decarbonize operations by 2030

Major suppliers, including chip vendor TSMC, have pledged to power 100% of production for the tech giant with renewables.

By Sarah Zimmerman • Oct. 25, 2022



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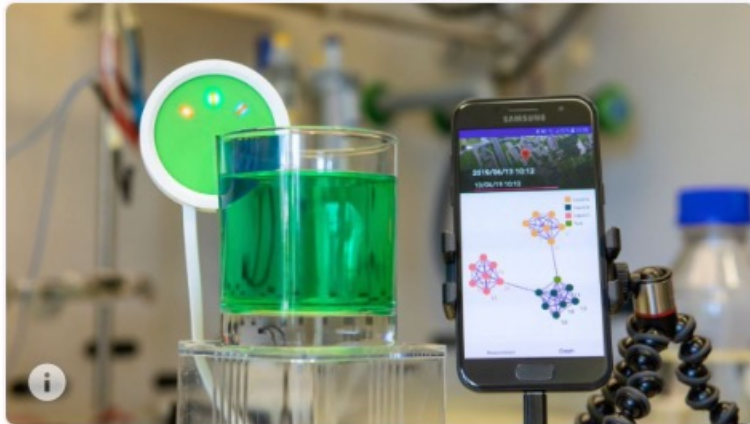
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## Food companies turn to AI to taste test products, drive innovation

From cutting sugar to discovering new flavors, manufacturers such as Conagra and Danone are using the technology to get products to market faster and gain a competitive advantage.

By Christopher Doering • March 29, 2022



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## Hurricane Ian damage largely spares supply chains

Although some businesses will see delays, the disruption isn't expected to compare to the Texas deep freeze last February.

By Sarah Zimmerman • Oct. 18, 2022

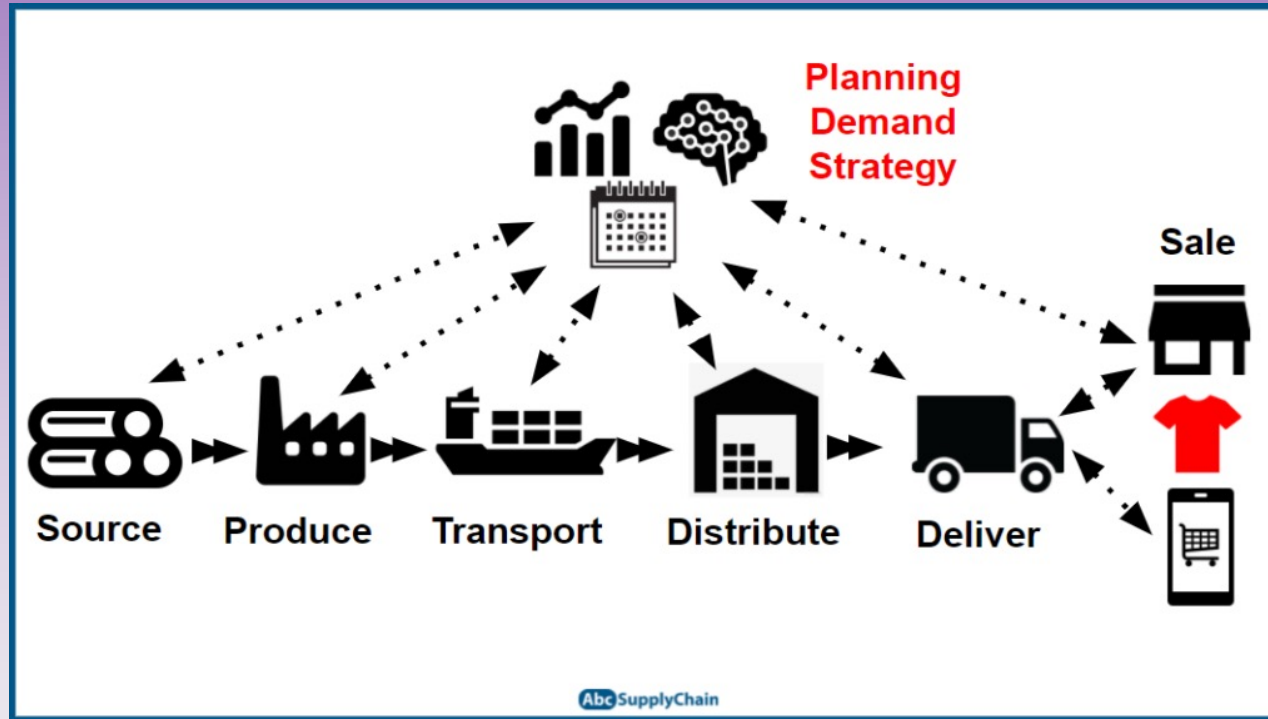
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## Food delivery robots to roam Chicago in pilot program

Robot operators will partner with restaurants and grocery stores to test the app-based robot deliveries.

By Katie Pyzyk • Oct. 10, 2022

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## Creating a more flexible and resilient supply chain starts with identifying key risk exposures

With access to the right expertise and advanced technology, organizations can develop a meaningful action plan for rethinking their supply chain.

Oct. 10, 2022

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## DHL Supply Chain to hire 12,000 warehouse employees ahead of peak season

The company said it also plans to increase its use of robots amid industrywide labor challenges.

By Alejandra Salgado • Oct. 5, 2022

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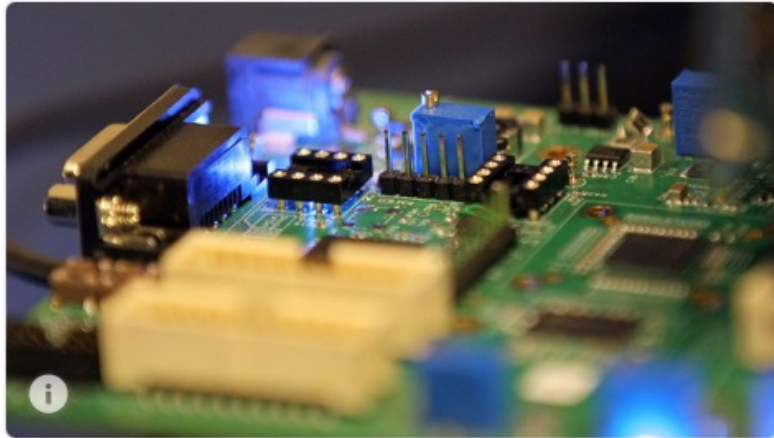
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## NXP Semiconductors expects auto companies to pump the brakes on just-in-time

“A just-in-time system is not totally compatible with three to six months manufacturing cycle time,” CEO Kurt Sievers said.

By Matt Leonard • Aug. 4, 2021

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## Nestlé will support farmers to achieve net-zero carbon by 2050, supply chain chief says

The world's largest food company said it would commit up to \$10 million through its multi-year partnership to help scale farm access to sustainable resources and technology.

By Lillianna Byington • Oct. 12, 2020

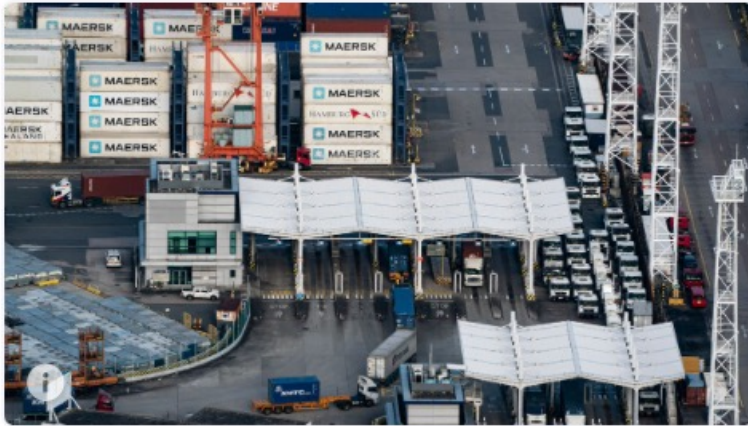
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## Shipper initiative targets zero emission trucking fleets by 2040

Ikea, Unilever and Maersk are among the founding members of a push to phase out the heaviest, most polluting freight vehicles.

By Colin Campbell • Sept. 27, 2022

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## Safety issues incubate disaster in food and beverage supply chains

An Abbott formula recall and a Family Dollar rodent infestation underscore how systematic failures can compromise safety.

By Jen A. Miller • Sept. 6, 2022

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## Automakers race to build EV battery supply chains in North America

Auto companies are pouring billions of dollars into new facilities and supplier agreements as they strain to secure needed raw materials.

By Kate Magill • Sept. 1, 2022



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## Whirlpool's production takes a hit after supplier disruption

The hiccup at the unnamed supplier was resolved in mid-January, but not before costing the appliance maker millions in lost sales and profits.

By Ben Unglesbee • Feb. 1, 2023

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## Amazon rolls out delivery route algorithm to reduce miles driven

The e-commerce giant has deployed its “Condor” program nationwide after introducing it in January.

By Max Garland • Aug. 31, 2022

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## Geodis to add 1,000 autonomous bots at warehouses

As e-commerce demand soars, the global transportation and logistics provider will work with Locus Robotics to expand its footprint significantly in the U.S. and Europe.

By Megan Ruggles • Aug. 30, 2022

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## Kraft Heinz taps Microsoft to build up supply chain visibility

Building out digital twins and control towers will help Kraft Heinz gain visibility and get products to market faster, a company executive said.

By Alejandra Salgado • April 26, 2022

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## Shutdowns in Asia sting Toyota, automakers and exacerbate chip shortage

Toyota will temporarily close nine plants this month, including those responsible for the Corolla and Camry sedans, according to an SEC filing.

By Sarah Zimmerman • Sept. 14, 2021

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## Deere takes 'multipronged approach' to secure supply, tackle backlog

Supply issues and a strike left the farm equipment manufacturer with an abundance of partially completed machines.

By Sarah Zimmerman • Aug. 23, 2022

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## Rivian pulls back on customized orders as supply chain issues persist

The EV startup has struggled to scale production to keep up with demand.

By Emily Dreibelbis • July 26, 2022

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## Tesla rewrites software to get around chip shortages

The semiconductor deficit has prompted the automaker to reduce the chips needed to produce a single vehicle.

By Sarah Zimmerman • July 26, 2022

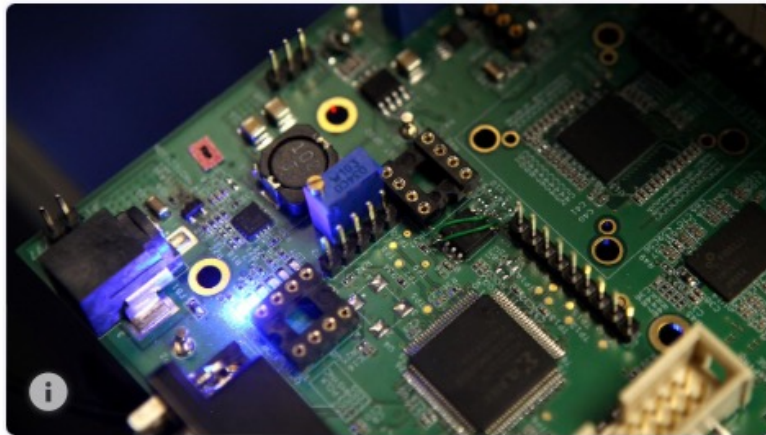
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## Semiconductor suppliers see oversupply of chips as smartphone demand falls

It will take “a few quarters to rebalance” the semiconductor supply chain, a TSMC executive said.

By Sarah Zimmerman • July 20, 2022

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## Nike overhauls ERP in bid for better supply chain speed, agility

The system is set to go live in Greater China this month, with a North America deployment planned for fiscal year 2024.

By Alejandra Salgado • July 11, 2022

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## How to find packaging materials in a ‘perfect storm’ of supply chain issues

Procurement managers have options to alleviate the pressure, but they should plan now for the holiday season.

By Jen A. Miller • June 16, 2022

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## Maersk to manage Unilever's ocean and air transport via control tower

The goal of the partnership is three-fold: to improve visibility across Unilever's supply chain, to boost efficiency and to cut down on emissions.

By Shefali Kapadia • Dec. 16, 2021

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## Out-of-stocks cost Chewy an estimated \$40M in sales

Chewy's inventories were up 9% YoY, but it had to keep up with sales rising nearly 32% YoY.

By Matt Leonard • June 15, 2021

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## Caps and pumps: Johnson & Johnson's packaging changes put it on the path to a circular supply chain

J&J's Healthy Lives Mission includes conversion to 100% recyclable, reusable or compostable plastic, and recycled paper and pulp-based materials by 2025.

By Deborah Abrams Kaplan • Oct. 13, 2020

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## Shortages have created a ‘traffic jam’ in construction: Lennar

A lack of labor and items, including vinyl siding and wood windows, are delaying production and creating “a game of whack-a-mole” for the industry.

By Sarah Zimmerman • Sept. 24, 2021

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## Diversified sourcing helps Levi's avoid disruption from China lockdowns

Less than 1% of the apparel maker's products come from China, after a yearslong strategy to diversify its supply.

By Alejandra Salgado • May 12, 2022

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## Ford expedites freight to alleviate supplier disruptions in China

Fast ocean shipping, increased air cargo capacity and collaboration with suppliers are part of the auto company's playbook.

By Alejandra Salgado • May 5, 2022

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## Stockouts worsen for the chemical industry as shipping delays exacerbate inventory woes

Shortages may last yet another year due to the lasting effects of a February storm in Texas, increased demand and supply chain congestion.

By Matt Leonard • July 13, 2021

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## DEEP DIVE

### Furniture retailers forge new supply chain practices as backlogs, delays prevail

Improved inventory management is just one practice — executives are also looking at new sourcing destinations to mitigate risk.

By Ben Unglesbee • April 25, 2022

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## With Shanghai at a standstill, supply chain problems are compounding

Concerns are rising that Shanghai's lockdown is only the beginning of months-long challenges.

By Kate Magill • April 12, 2022

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## Manufacturing orders down, prices up amid war in Ukraine, China shutdowns

Persistent extended lead times, which have pushed many companies to place orders in advance, could ease sometime in the summer, said ISM's Timothy Fiore.

By Colin Campbell • April 7, 2022

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## Brands turn to air cargo as inventory delays continue

The companies behind brands such as Levi Strauss and Tommy Hilfiger said they are expediting more shipments to keep up with sales.

By Edwin Lopez • June 8, 2021

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## Levi's blames \$40M in unfilled orders on distribution center constraints

Meanwhile, the denim retailer is also grappling with bloated inventory levels.

By Daphne Howland • Jan. 30, 2023

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## 9 ocean carriers commit to 100% electronic bill of lading by 2030

The transition to eBLs is expected to save stakeholders billions of dollars.

By Alejandra Salgado • Feb. 23, 2023

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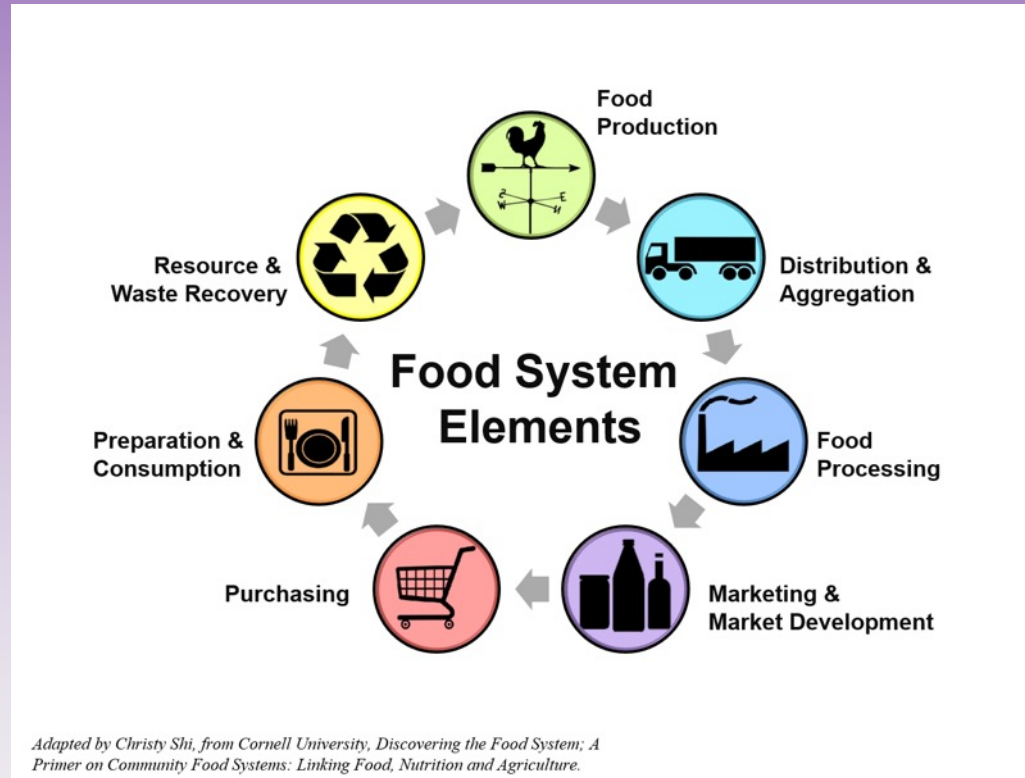
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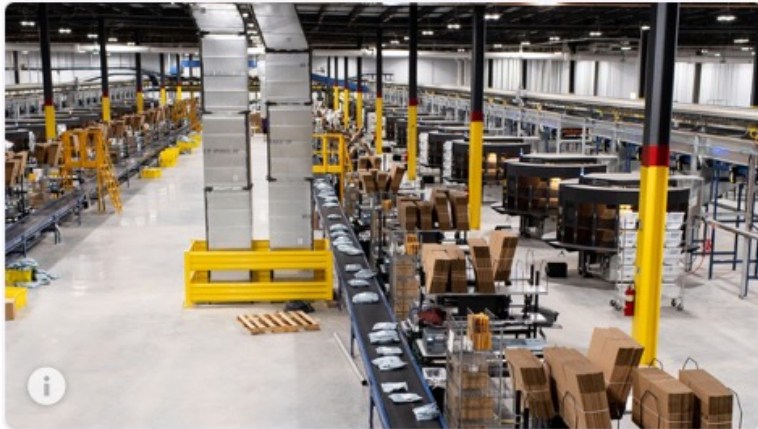
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## Gap teams with UPS unit to offer small businesses outsourced fulfillment

The partnership allows shippers to access the retailer's distribution network and gain supply chain capabilities “previously only available to billion-dollar brands.”

By Sarah Zimmerman • Feb. 6, 2023

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## Starbucks adds suppliers, boosts production to maintain holiday inventory

The coffee chain is working with suppliers to invest in wages and ensure factories are staffed, COO John Culver said.

By Colin Campbell • Nov. 17, 2021

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## Microsoft rolls out digital twin service after using it for supply chain resilience

After investing heavily in its supply chain's visibility, Microsoft is introducing a way for other companies to do the same.

By Max Garland • Nov. 3, 2021



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## Dell's digitized supply chain makes demand planning easier during chip shortage

The company runs virtual simulations to better detect potential disruptions and shape demand to available supply.

By Sarah Zimmerman • Dec. 9, 2021

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## Stop kicking the can: Why companies must think long term to solve supply chain challenges

Traditionally, the relationship between supply chain and finance teams hasn't been one of proactive collaboration. Learn how this partnership can lead to their supply chain becoming more resilient, flexible and predictive over time.

By David Petrucci, Managing Director Supply Chain Global Leader and Tim Bulman, Managing Director Business Performance Improvement • March 21, 2022



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## H&M plans to scale machine learning to bolster logistics, forecasting

The retailer is building a platform called Yggdrasil, which will give teams across the organization access to centralized data.

By Roberto Torres • Oct. 6, 2020

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## Tractor Supply to cut in-store safety stock with just-in-time replenishment centers

The facilities, known as mixing centers, focus on delivering some of the retailer's fastest-turning products in full-pallet quantities.

By Max Garland • Feb. 7, 2022

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## Russia's invasion of Ukraine throws another wrench into supply chains

Carriers are halting operations and suppliers are at risk. War is “a worst-case scenario,” one analyst said.

By Colin Campbell • Feb. 24, 2022

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2023 outlook

## Falling truck rates give supply chains chance to cut costs

Lower demand in the spot market means “there’s no better time for a shipper to find efficiencies,” a C.H. Robinson executive said.

By Larry Avila • Feb. 14, 2023

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## Shipping delays prevent iRobot from fulfilling \$35M in Q4 orders

The Roomba maker must help sell delayed products in early 2022, but inventory reduction efforts are likely to be met by extended shipping timeframes.

By Max Garland • Feb. 22, 2022

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## More supply chain leaders look to South-East Asia for manufacturing alternatives

A simpler path to South Asian alternatives is coming into focus to diversify supply chains.

May 2, 2022

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## Fender moves to cloud ERP to keep up with record guitar demand

Businesses are pushing for better scalability and new features in their central provisions systems.

By Roberto Torres • Feb. 2, 2022

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DEEP DIVE // 2022 outlook

## How grocers are managing the twin pressures of supply chain disruption and inflation

Companies need to be particularly “agile” in 2022, one expert said, as high demand and shortages can make inflation appear quickly.

By Jeff Wells • Jan. 31, 2022

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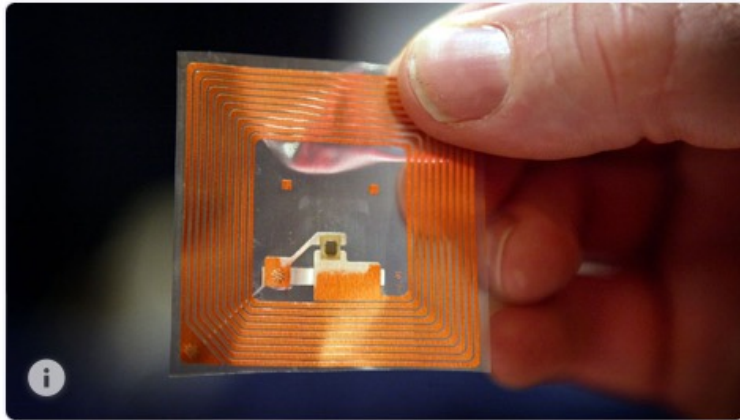
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## RFID, sensor data just the beginning of the connected supply chain

Companies can't stop at investments in IoT devices. They'll also need a way to integrate and capitalize on the data.

By Jen A. Miller • Dec. 14, 2021

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## Workarounds became integral to supply chain management during the pandemic

A series of logistics and supply disruptions in 2021 pushed companies to act creatively under pressure.

By Edwin Lopez , Shefali Kapadia • Dec. 14, 2021

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## PepsiCo asks suppliers to avoid buying palm oil from major producer in Indonesia

The food and beverage giant cut ties with Astra Agro Lestari, which has faced allegations of land grabbing and human rights abuses.

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## How a global manufacturer automated their supplier management process in days

Supplier uncertainty led to a sudden need for visibility. See how this manufacturer reached it in days.

Nov. 29, 2021

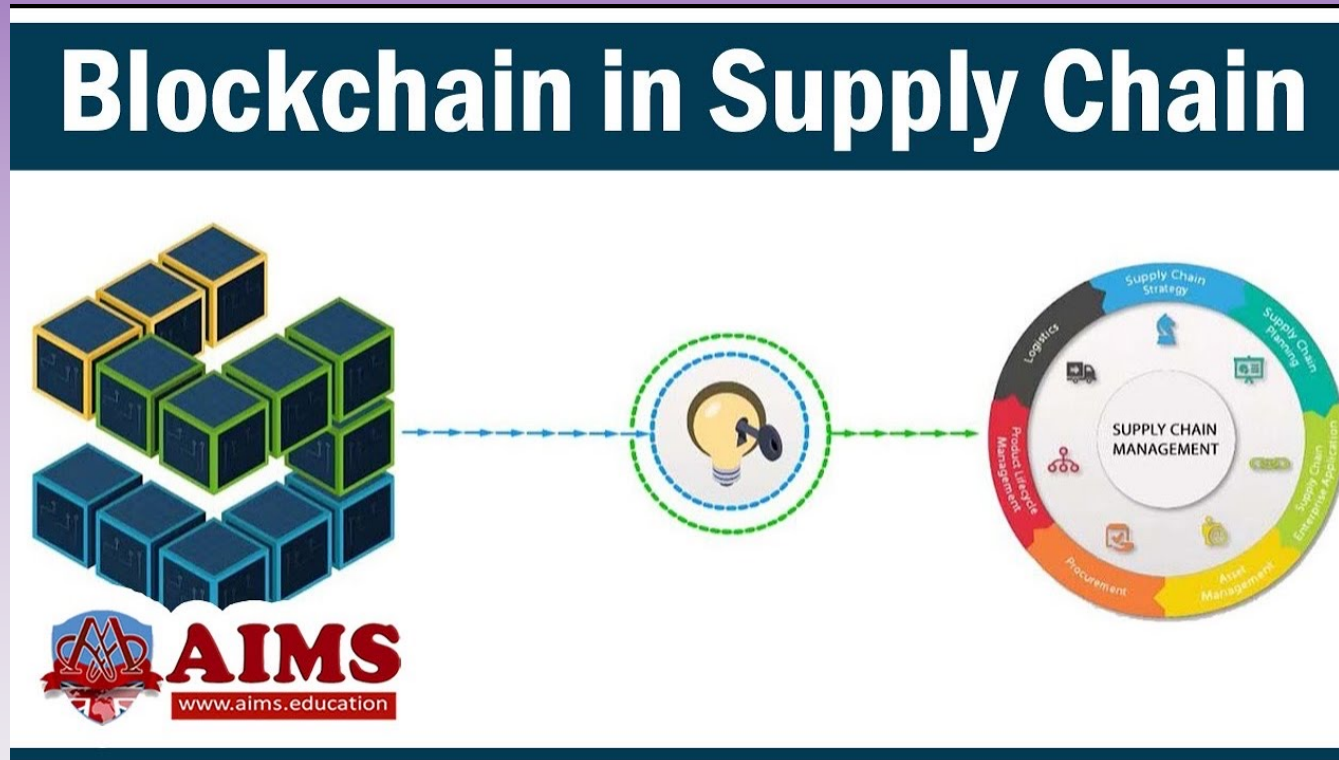
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