

## **C. DETAILED OUTLINE**

### **1. Executive Summary**

- Summarizes the background
  - Company
  - Product line
  - Industry
- Major aim and methodology
  - Purpose of the analysis (eg. to analyze key supply chain processes for the chosen product line)
  - Methodology used for analysis ( summarize 3&4)
- Major outcomes/findings
  - supply chain issues/challenges
  - suggestions to optimize the supply chain processes
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#### **Example:**

Masan MeatLife, a subsidiary of Masan Group incorporated on October 7th, 2011, released MEATDeli, the country's first-ever chilled meat product in 2018. This product incorporates the integrated 3F (Feed – Farm – Food) model for optimal quality control of consumer goods. The product concentrates on the \$15 billion market Vietnam's animal protein industry and to serve consumers with affordable and quality meat.

MeatLife, known for supplying quality meat products. This group report is divided into 3 main parts with the main goal to solve the existing supply chain problem of MeatDeli. The first part will be focusing on analyzing the supply chain process of MeatDeli through a supply chain map of the company and about supply chain objectives and its core competency. Next, a more comprehensive view of the supply chain management, the pros and cons of push and pull strategy or the hybrid of both strategies, supply chain management within MeatDeli and benefits of technology to supply chain segments. Lastly, contemporary events and issues disrupting supply chains will be discussed as well as offer the appropriate recommendations to each issue. Factors that currently affect MeatDeli include lack of visibility, high transportation expenses and the quality of MeatLife's product is also not as wanted due to water contaminants.

### **2. Introduction**

- Description of product or company - the business context - the importance of the supply chain management
- Details of service/product and company ( marketshare, rivals competitors, selling point), short description of its supply chain (location, sourcing, order fulfillment)

#### **Example:**

Masan Meat Life (MML), part of Masan Group, was established in 2015, initially focusing on animal feed production and distribution. In December 2018, MML expanded its business by launching Meat Deli, a chilled meat product, thereby completing its 3F model (Feed - Farm - Food) with further investments in farms and processing facilities. Meat Deli aims to provide families with high-quality, nutritious, and affordable meat. To ensure cleanliness and quality, Meat Deli has developed a comprehensive animal protein value chain, from a controlled breeding system to advanced meat processing facilities. Additionally, Meat Deli incorporates European chilled meat technology to deliver pure quality products to consumers.

### **3. Supply chain processes**

Describe and label actors in the supply chain (supplier, manufacturer, distributor, retailers), upstream and downstream part of the supply chain, and geographical location of the supply chain operations.

- Diagram of supply chain map ( taken from reputable website) and explanation
  - Explain the procurement, warehouse, transportation process both upstream and downstream (suppliers, manufacturers, distributors, retailers, customers as well as the flow of information, capital, and goods.)
  - Importance of supply chain relationship and key locations
- Defining objectives & core competency, explanation of processes
  - Objective and core competency of supply chain
  - Analysis of 5 chosen processes (eg. demand forecasting, procurement, production planning, warehousing, transportation, inventory control, order fulfillment, customer service, ...)
    - Definition
    - Managerial responsibilities: Consider roles across strategy, planning, oversight, optimization, and risk management.
    - Value creation: Link value creation to financial, operational, and customer service benefits.
    - KPIs: Identify quantitative KPIs that can measure performance and results.

#### **Example:**

Actors in supply chain (eg. suppliers, manufacturers, distributors, retailers, customers)

Upstream Activities:

- Suppliers: Meat Deli partners with De Heus and Meat Life for raw materials. De Heus, a strategic partner since 2021, supplies 2.8 million pigs for chilled pork production.
- Locations: De Heus is located in Vinh Phuc, and Meat Life in Nghe An, both conveniently near Meat Deli's main factories in Binh Duong, Nghệ An, and Hà Nam.
- Manufacturing: Central to the 3F model, factories handle material and packing processes, ensuring international standards for food safety.

## Downstream Activities:

- **Distribution Network:** Meat Deli has a strong network, partnering with The CrownX, SK Group, etc. It manages two distribution channels, online and offline, across major cities.
- **Retail Partners:** Includes supermarkets (Top Market, Lotte Mart) and convenience stores (Winmart, Sói biển, Home Farm), allowing easy access for customers.

## Define & Explain

- **Objectives:** Meat Deli, under Masan MeatLife, aims to provide safe, affordable, high-quality meat products, emphasizing sustainability and socio-economic contributions in Vietnam.
- **Core Competencies:** Focus on product innovation and sustainability, with investments in strong brands, production facilities, and human resources. Committed to environmental standards (QCVN 40:2011 BTNMT, ISO 14001).
- **Supply Chain Management:** Includes demand forecasting, product planning, material handling, and transportation logistics, ensuring efficient delivery and maintaining product quality. Inventory management is key, with a focus on tracking, quality monitoring, and adhering to environmental and safety standards.
  - **Demand Forecasting**
    - **Definition:** Predicting future customer demand to manage and align supply chain processes efficiently.
    - **Managerial Responsibilities:** Involves analyzing market trends, historical sales data, and customer behavior to anticipate product demand. Strategic decision-making on production volumes and inventory levels is crucial.
    - **Value Creation:** Accurate demand forecasting minimizes stockouts and excess inventory, leading to cost savings and higher customer satisfaction.
    - **KPIs:** Forecast accuracy, stockout rates, inventory turnover rates.
  - **Product Planning**
    - **Definition:** The process of designing and developing products to meet market demands and company goals.
    - **Managerial Responsibilities:** Managers are responsible for aligning product development with market needs, coordinating with R&D, and ensuring products meet quality standards.
    - **Value Creation:** Effective product planning can lead to innovative products that meet consumer needs, improving market share and profitability.
    - **KPIs:** Time-to-market for new products, product development costs, product quality metrics.
  - **Material Handling**

- Definition: The movement, storage, control, and protection of materials throughout the manufacturing and distribution process.
- Managerial Responsibilities: Involves overseeing the efficient handling of materials, reducing handling costs and damages, and optimizing warehouse operations.
- Value Creation: Efficient material handling reduces operational costs, improves productivity, and enhances customer service through faster delivery times.
- KPIs: Material handling costs, rate of damaged goods, warehouse efficiency metrics.
- Transportation Logistics
  - Definition: The planning and execution of moving goods from one location to another.
  - Managerial Responsibilities: Managers must optimize transport routes and modes, manage shipping schedules, and ensure compliance with regulations.
  - Value Creation: Effective transportation logistics ensures timely delivery, reduces transportation costs, and enhances customer satisfaction.
  - KPIs: Transportation costs, delivery times, service reliability.
- Inventory management
  - Definition: The supervision of non-capitalized assets (inventory) and stock items.
  - Managerial Responsibilities: Involves managing inventory levels, ordering supplies, and ensuring efficient use of stored resources.
  - Value Creation: Proper inventory management prevents overstocking or stockouts, thereby optimizing operational costs and meeting customer demands effectively.
  - KPIs: Inventory turnover rates, carrying costs, order accuracy.

#### **4. Discussion A**

- Supply chain network in use - push/pull or push-pull system.
  - Benefits
    - contribution to the supply chain objectives
    - challenges of having push/pull/push-pull methods?
- Relationships between 2 actors within the supply chains.
  - Evidence of the relationship (e.g dependency)
  - Contribution to the SCM objectives.
- How technological changes/disruptions affect supply chain

#### **Example:**

##### **Discussion A**

- Supply Chain Network in Use
  - Type: Predominantly a push system.

- Description: Masan, operating Meat Deli, utilizes a push strategy in its supply chain, processing and packaging large quantities of chilled meat and managing a significant inventory volume to meet customer demand.
- Benefits
  - Strategic Planning: Enables long-term planning based on customer behavior analysis and forecasts.
  - Inventory Management: Allows Masan to have readily available stock, reducing manufacturing costs and better controlling inventory.
  - Economies of Scale: Facilitates analyzing customer behavior to optimize manufacturing strategies, reducing costs and improving product quality.
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- Challenges
  - Retail Integration: Managing a large network of retail locations to align with inventory levels.
  - Market Responsiveness: The time taken to respond to market changes can be longer due to reliance on demand forecasts.
- Relationships
  - Key Relationship: Between Meat Deli and De Heus.
  - Nature of Relationship: De Heus is a major supplier, significantly contributing to Meat Deli's 3F model (Feed-Farm-Food).
  - Evidence of Relationship: De Heus supplies 70% of pork feed and 2.8 million pigs, also collaborating in manufacturing chilled pork and sharing technology.
  - Contribution to SCM Objectives: This partnership aids in providing safe, fresh meat at reasonable prices and has led to a 67% increase in Meat Deli's post-tax revenue.
- Technical disruptions
  - IoT Integration: Enhances real-time information exchange between suppliers, distributors, and retailers, improving supply chain visibility and reducing lead time.
  - QR Code Utilization: Allows detailed tracking of product information, enhancing transparency and traceability.
  - Waste Management Technology: Biogas production and water purification systems help in minimizing operational costs and achieving green logistics under Global GAP criteria.
  - Specialized Refrigeration Equipment: Ensures meat is stored at optimal temperatures, maintaining quality and safety standards.

## 5. Discussion B

- Issues that may affect the supply chain (e.g. uncertainty of demand or supplies, unreliable transport and distribution, high competition etc.)
- Recommendation
  - For each issue pointed out there should be a recommendation on the solution

**Example:**

## Discussion B

- Issues
  - Demand Management: Lack of department coordination leads to inefficiencies in forecasting and stocking, risking the bullwhip effect, increasing costs, and lost sales.
  - Material Handling: Poor visibility in storage and chilling processes, leading to inventory mismanagement, causing stock-outs or overstocking, and impacting customer satisfaction.
  - Inventory Management: The Russo-Ukraine conflict impacts the global supply chain, leading to increased costs and potentially compromising product quality.
  - Transportation: Challenges include rising rates, Covid-era restrictions, and Vietnam's tropical climate affecting pork preservation, leading to delays, cost increases, and customer dissatisfaction.
  - Salvage and Scrap Disposal: Environmental risks and health hazards from meat processing waste. Currently, wastewater is treated to Class B standards, with aspirations to reach Class A.
- Recommendations
  - For Salvage and Scrap Disposal: Upgrade wastewater treatment facilities to achieve Class A standards, aligning with environmental norms QCVN 62-MT:2016/BTNMT.
  - For Demand Management: Implement digitization and supply chain planning software to improve coordination among departments, ensuring a unified approach to demand management.
  - For Transportation: Develop resilience strategies, including maximum allowable disruption periods, backup plans, and partnerships with e-commerce platforms for diversified delivery channels.
  - For Inventory Management: Utilize Contalog Inventory Management Software for optimized order processing and integration with e-commerce platforms.
  - For Material Handling: Invest in certified food-grade warehouses adhering to FDA regulations, and employ inventory management software aligned with business objectives and market trends.

## 6. Conclusion

- Summarizes the Supply Chain objectives,
- Issues/problems
- Solution.

### Example:

This research concludes with a detailed overview of MeatLife's supply chain channel map, highlighting the roles of suppliers, manufacturers, transport, and distribution. The analysis identifies five primary activities in MeatLife's supply chain: inventory management, demand forecasting, product planning and scheduling, transportation, and waste disposal. Despite

certain challenges, MeatLife's push strategy has proven effective, although dealing with merchants remains a notable weakness. This study also recommends that for environmental sustainability, the company should upgrade its wastewater treatment to Class A standards. To navigate transportation challenges during the pandemic, partnering with e-commerce platforms could be beneficial. Meatdeli's supply chain still faces several issues, it is objectively on a positive trajectory, with clear development trends. Therefore, this report advises businesses to consider these recommendations to mitigate substantial risks.

#### Tips & tricks

1. Check for any teamwork requirement for like contribution forms. (preferably, perfect teamwork and communication in the teamwork contribution points for maximum points if applicable)
2. Reference & clarity
  - a. Demonstration of using appropriate formats in the proposal (Preferably formatted like instructions)
  - b. Proper sentence construction with correct grammar and vocabulary.
    - i. Easily understood language used
    - ii. No grammatical and vocabulary errors
    - iii. Writing is clear and fluent, Complex ideas should be communicated effectively
  - c. Demonstration of proper citing/referencing
    - i. RMIT Harvard style
    - ii. minimum of at least 10 quality sources,
      1. 5 of which are academic sources like journal article
      2. Relevant (2010 and after)