



**“Myanmar's Cyclone Survivors Need Second Round of Food, UN Says”<sup>1</sup>**

A supply chain to provide a second round of food aid to survivors of Cyclone Nargis in Myanmar was requested by the United Nations in June 2008.

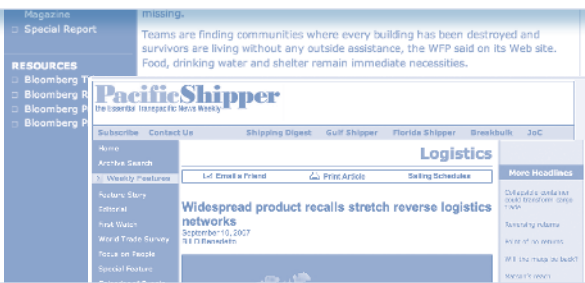


**Logistics Bottlenecks To Growth**

Robert Malone, 08.13.07, 12:00 PM ET

**“Bottlenecks To Growth”<sup>3</sup>**

Although India achieved an impressive growth in GDP in 2006, the country still must overcome the challenge of adopting a modern logistics methodology in order to perform more efficiently.



**“Widespread Product Recalls Stretch Reverse Logistics Network”<sup>2</sup>**

Toy-maker Mattel recalled 19 million Chinese-made toys for safety reasons, reversing the company's supply chain.



**Salmonella outbreak linked to raw tomatoes strikes about 150**

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By Elizabeth Weise, USA TODAY

The Food and Drug Administration said Sunday that 145 to 150 people in 18 states have been sickened by salmonellosis, which has been linked to the consumption of raw red tomatoes.

**“Salmonella Outbreak Linked to Raw Tomatoes Strikes about 150”<sup>4</sup>**

In the summer of 2008, the fresh produce supply chain in the United States was shaken up with the contamination of tomatoes, causing stores and restaurants nationwide to pull tomatoes from shelves and menus.

- 1 Heath, Michael. "Myanmar's Cyclone Survivors Need Second Round of Food, UN Says," Bloomberg.com, 2 June 2008 [article online]; available from <http://www.bloomberg.com/apps/news?pid=newsarchive&sid=aglyYwgaZ6pkw>; Internet; accessed 16 September 2008.
- 2 DiBenedetto, Bill. "Widespread Product Recalls Stretch Reverse Logistics Networks," Pacific Shipper, 10 September 2007 [article online]; available from <http://www.pacificshipper.com/news/article.asp?sid=31254&from=search>; Internet; accessed 16 September 2008.
- 3 Malone, Robert. "Bottlenecks to Growth," Forbes.com, 13 August 2007 [article online]; available from [http://www.forbes.com/opinions/2007/08/05/india-logistics-infrastructure-oped-cx\\_rm\\_0813logistics.html](http://www.forbes.com/opinions/2007/08/05/india-logistics-infrastructure-oped-cx_rm_0813logistics.html); Internet; accessed 16 September 2008.
- 4 Weise, Elizabeth. "Salmonella Outbreak Linked to Raw Tomatoes Strikes About 150," USA Today.com, 9 June 2008 [article online]; available from [http://www.usatoday.com/news/health/2008-06-08-tomatoes\\_N.htm](http://www.usatoday.com/news/health/2008-06-08-tomatoes_N.htm); Internet; accessed 16 September 2008.

# Supply Chains to the Rescue

The preceding news headlines characterize the state of supply chains in today's globally connected economies where centers of production and consumption frequently cross continental boundaries. Supply chain and logistics, in both the public and private sector, must operate in an environment of vast challenges, including those posed by perplexing scale and complexity.

These challenges manifest themselves in many ways, including:

- Highly global, as well as highly local, implications.
- The need for supply chains to respond to situations of dire emergency and urgency where security, stability and often survival may be at stake.
- A requirement to maintain effectiveness during periods of intense surges in demand and yet be efficient and maintain high standards of excellence during normal, steady-state operations.
- The heavy investments needed, often a major transformational barrier, to enable economic growth for industry as well as governments.

Not all supply chains are created equal, and the relative strengths or shortcomings of a supply chain are only revealed during periods of stress brought on by a major event or a crisis. It is at this very juncture where the structure of normal, steady-state supply chains must transform and shift to one of rapid response, increased scale and unique customization. The success of this transformation or ability to shift is what drives high-performance commercial industries to market prominence and profitability and governments to deliver effective services to citizens.

Nowhere does the importance of supply chains come to the fore as during a humanitarian crisis, which immediately kicks off expeditionary supply chains from governments, non-governmental organizations (NGOs), multilateral

institutions and a range of players from industry from around the world. Major governments, such as the United States, Japan, United Kingdom, Australia and China, have the resources and supply chain capabilities to respond to these demands. However, acting alone and in isolation would lead to catastrophic collisions of unsynchronized and uncoordinated supply lines that often turn crisis relief into a relief crisis. In these moments, an expeditionary supply network of governments, people, processes and systems must come together to govern the synchronization of supply meeting demand in any global crisis. This answers the cry for help; literally it is the right medicine to the right person at the right time.

Crises of this magnitude make major demands of supply chains - typically, so many categories of supply are needed that one would ask what category of supply is NOT needed. Critical questions that need to be addressed include issues such as how do global governments coordinate their responses; how does one align various demand signals; who needs what where; who supplies what where?

These are the forces that are shaping supply chains, especially those under the purview of governments. On successfully making this transformation will hinge economic progress, safety and security, and in times of crisis, security of all citizens. Ultimately, this defines the mission of supply chains.