

# #091 WHAT ARE THE FIRST LESSONS YOU ARE LEARNING FROM THIS HEALTH CRISIS?



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The logo for Avril, featuring the word "Avril" in a bold, dark brown font with a small yellow dot above the 'i'. The logo is enclosed in a light blue circular frame with a speech bubble tail pointing towards the main text.

From the very beginning of the health crisis, we have been looking for solutions to protect our employees. Among the measures taken, there has been widespread teleworking for people who practiced it little or not at all. It was set up for all supply chain teams who could work remotely, such as planning, sales and transport. After several weeks, we found that they were able to provide quality work when they were not together in the same place or close to other decision-makers.

This opens up new perspectives for the organization of work.

The second point to emphasize is the resilience of our carriers. We have always been able to count on them since the beginning of the crisis. For our part, our teams spontaneously put in place small measures to make life easier for the drivers who came to load at our plants and warehouses. I can't imagine any going back. This is why we are going to launch a reflection on our transport strategy so that our carriers are considered as true partners, going beyond the simple customer-supplier relationship.

Finally, we have all seen the limits of our choices. We have probably gone too far in terms of flow tension and zero stock. As well as in the robustness of our models, perfectly optimized in a normal regime, but at the expense of agility and flexibility. For example, when we had to redirect our industrial and logistics tools from the catering market to the supermarket market, we realised that oil labels or egg boxes were bottlenecks.

Similarly, the collection and distribution flows were also put to the test. In addition, all our customers have relaxed their service requirements, which raises questions about the expected value and «more and more» versus «just what is needed». And this raises questions about the outlook and requires us to reflect on our supply chain strategies and associated models. ”

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**As early as 1972, visionary men sensed that this function would be decisive for all companies.** For almost fifty years, professionals in the sector have made ASLOG the reference partner.

ASLOG is the privileged interlocutor of institutions and public authorities on all questions relating to the sector.

## | #supplychain4good

The **#SupplyChain4Good** community was created at the initiative of Michelin and ASLOG, as part of the Movin'On ecosystem, in favor of a more sustainable mobility of goods.

**#SupplyChain4Good's** ambition is to federate the actors who work for Supply Chains that are simultaneously good for the planet, the people and the business performance. The members of this community are «shippers» (industrial and commercial companies), «operators» (transporters, logisticians, shipping companies, ports...), «support functions» (academics, consultants, information systems, regulators, NGOs...).

They cover all economic sectors and all regions of the world. Their work takes place throughout the year and culminates in the annual Movin'On Summit, the world summit on sustainable mobility.