

## AN EXPLORATION FOR SUSTAINABLE SUPPLY CHAIN MANAGEMENT: A CASE ANALYSIS IN RELIANCE SMART

Monalisha Pattnaik<sup>1</sup> | Bikash Kumar Behera<sup>2</sup> | Rohit Kumar Behera<sup>2</sup> | Shareeka Senapati<sup>2</sup> | Seetanshu Kumar Biswal<sup>2</sup> | Semina Si<sup>2</sup> | Benudhar Sahoo<sup>2</sup> | Jharana Behera<sup>2</sup> | Tanaya Biswal<sup>2</sup> | Sameer Padhan<sup>2</sup> | Lilima Kishan<sup>2</sup> | Chinmaya Siddhant Mendali<sup>2</sup> | Parthabi Kishan<sup>2</sup> | Chinmay Prusty<sup>2</sup> | Jyoti Sankar Hota<sup>2</sup> | Rahul Agrawal<sup>2</sup> | Biswarupa Senapati<sup>2</sup>

<sup>1</sup>Professor, Department of Statistics, Sambalpur University, Jyoti Vihar, Burla 768019, India

<sup>2</sup>Master of statistics, Department of Statistics, Sambalpur University Jyoti Vihar, Burla 768019, India

A sustainable supply chain is designed to combine ethical and environmentally responsible practices into a competitive and successful model. This study envisages to focus on the sustainability issues associated with supply chain management of green vegetables and fruits in the Reliance SMART system. A comprehensive analysis of the purchase of green vegetables and fruits from farmers and wholesalers for dispatch to consumers has been done with hygiene in mind. and quality perspectives. The research universe was limited to Reliance SMART Outlets in Sambalpur, Odisha. This study will be useful for Reliance SMART in planning cold storage, storage, transportation, marketing as well as maintaining conditions of hygiene, quality, freshness and healthy consumption. Sustainability and growth through value creation of the Reliance SMART system are studied by value chain analysis in supply chain management.

### 1. | INTRODUCTION

Science and technology are developing at a faster pace today and the conditions of human life are also changing. People depend on supply chains to provide food, water and other necessities. Sustainable supply chains are designed to integrate ethical practices and environmental responsibility into a competitive and successful model. A system that connects companies with suppliers and enables the production and distribution of goods and products. This involves the business of converting raw materials into finished products and then transporting and distributing the products to customers. However, the only goal is not only to provide products; The quality of the product is also important. An effective supply chain management system reduces costs, waste and time in the production cycle. Managing the entire production flow of a product or service. Supply chain management involves many organizations, including manufacturers, retailers, transportation providers, third-party logistics companies, government agencies, and service providers.

#### 1.1 | The background of the study

The purpose of this study is to focus on sustainability issues related to smart blueberry management and the fruit supply chain. The scope of this study is limited to Reliance SMART stores in Sambalpur, Odisha.

#### 1.2 | Company Overview

Reliance Industries Limited is an Indian multinational conglomerate headquartered in Mumbai. It has a diverse range of businesses including energy, petrochemicals, natural gas, retail, telecommunications, media and textiles. It was founded in 2006 and is one of the most profitable companies in India, the largest company in India by market capitalization and the largest company in India measured by revenue. It is also one of the largest employers in India with more than 10,00,000 direct and indirect employees worldwide. RIL posted revenue of \$99 billion at \$2,722 billion (INR 23 trillion) and net income of \$8.5 billion in 2022 with total assets of \$229 billion. The estimated revenue of Reliance Industries is \$150 and \$27 billion in operating income and \$15 billion in net income for 2023-24. The company is ranked 100th in the Fortune Global 500 list of the world's largest corporations by 2022. Reliance continues to be India's largest exporter, accounting for 7 percent of India's total exports of manufactured goods and reaching markets in more than 100 countries. Reliance is responsible for about 5 percent of the total revenue of the Indian government from customs and excise. They are also the highest income tax payers in the private sector in India. The company has low cash flow. Reliance Retail is a subsidiary of Reliance Industries Limited and an Indian retail company and It is India's largest retailer by revenue. Its outlets include groceries, groceries, clothing, shoes, toys, home improvement products, electronics, farm equipment and accessories. In addition to physical stores, the company also sells products through e-commerce channels. It has 280,000 employees with \$1 billion in revenue. The number of stores has 16,700 employees till October 2022. Reliance Retail is valued at \$150 billion. Reliance SMART is one of the largest and fastest growing Wholesale Retail chain in India.

Established in 2016, it is a new multi-purpose specialty supermarket. Not only is it the largest grocery store in the country, they are also the only retailer that has successfully catered to the needs of Indian consumers because they provide quality fresh products. , milk and bakery staples and FMCG products.

### **1.3|Business Practices of Reliance SMART**

Reliance Retail is a consumer facing retail initiative of Reliance Industries Limited. Reliance Retail is at the forefront of developing Organized Retail in India. Reliance Retail's business model taps into India's emerging demand energy. Reliance Retail's guiding philosophy is based on the principles of inclusion, growth and creating sustainable social value for millions of Indians.

In a short period of time, it has built strong and lasting relationships with millions of consumers by providing unlimited choice, excellent value proposition, high quality and an unparalleled shopping experience in all its stores. The growth of Reliance Retail over the years has led to a massive socio-economic transformation in India on an incredible scale. Reliance Retail has been named the fastest growing retailer in the world. It is ranked 56th in the list of top global retailers and is the only Indian retailer in the top 100. It is the most profitable retailer in India with the widest revenue. Reliance Retail has nearly 200 million customers who shop across all formats. It clocked over 500 million footfalls across all its stores in FY22, unmatched by any other retailer in India. With over 120,000 transactions per hour, Reliance Retail is unmatched in the Indian retail industry and continues to improve the quality of life of millions of Indians every day. Reliance Retail has adopted a diversified strategy and operates several store formats catering to the daily or occasional needs of customers in the core consumer baskets of food, consumer electronics and fashion and lifestyle.

In grocery shopping, Reliance Retail has Reliance Fresh Signature, SMART, SMART Point, Fresh pick, Shree Kannan department and Jayasurya stores that offer grocery, fresh produce, bakery, dairy, home and work and personal care products as well as general merchandise products. . In its consumer electronics portfolio, Reliance Retail uses the Reliance Digital and MyJio Store formats, offering a wide range of consumer electronics, home appliances, computing and mobility products, and the latest gadgets and accessories. These stores are supported by ResQ, a full-service organization and the only ISO 9001 certified electronic services brand in India.

In the fashion and lifestyle segment, Reliance Retail operates a portfolio of formats that cater to customers across value, mid-range, premium and luxury. Reliance Retail manages the format and portfolio of Trends, Trends Women, Trends Men, Footwear, Trends Avantra, Reliance Jewels, Hamleys 50 international brands including Armani, Burberry, Diesel, GAS, Marks & Spencer, Superdry, Brooks Brothers, Steve Madden and more. Reliance Retail has a strong presence in the digital shopping channel through AJIO.com, which brings the best national and international brands to the doorsteps of consumers, and through Jiomart, India's largest hyperlocal retail solution leveraging Reliance Retail's extensive network of stores. good supply chain infrastructure. Reliance Retail reported a turnover of \$1,000,000. 1,99,704 crore for the financial year 2020-21. As of March 31, 2022, Reliance Retail operates 15,196 stores in 7,000+ cities with a retail footprint 41.6 million sqft. Reliance Retail Ventures Limited is a subsidiary of Reliance Industries Limited, Reliance Retail Limited run a retail business.

### **1.4|Growth and Development of Organization**

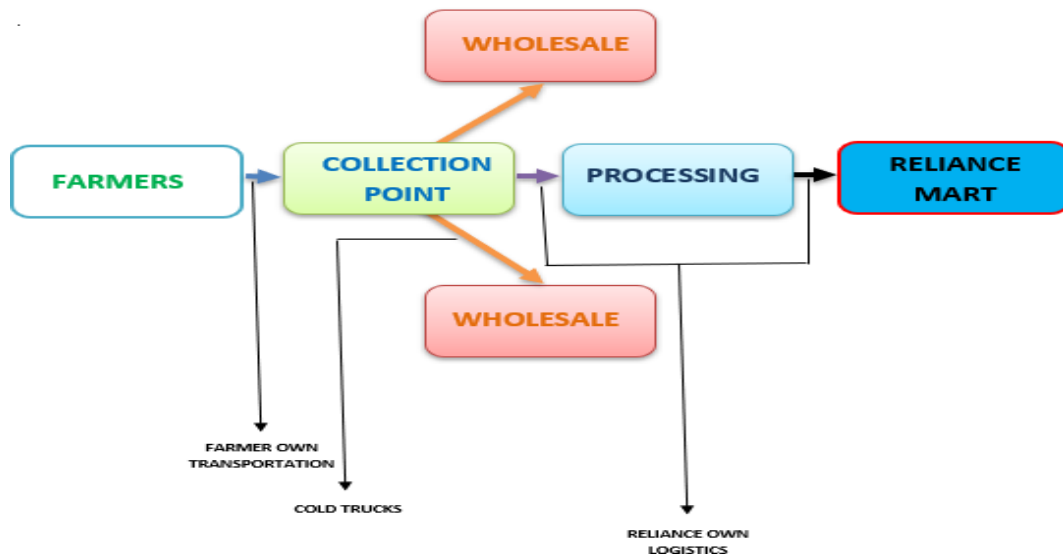
Reliance SMART is one of the largest and fastest growing grocery retail chains in India. It is a new age multi-purpose specialty supermarket established in 2016. Reliance SMART offers one-stop shopping by offering fresh produce, bakery, dairy, food, tableware, apparel, etc. In addition, more accessible and feasible, it has also launched a website called Reliance SMART .in that delivers over 6000+ products to the customer's preferred location be it home, office or on the go. The website is easy to navigate, so it is preferred by most of the customers. Also, timely delivery is another of their services that attracts the customer to the maximum. More than 6000+ products including food, bakery, dairy, tableware etc at less than MRP at your doorstep, it's every customer's dream and Reliance has made sure to fulfill that dream. The main objective of Reliance SMART is to target more people for their daily and monthly household purchases. Its main target group is women, especially housewives, because household products at prices below MRP are just attracting housewives. Around 30 more stores have been opened recently and it has a total of 127 stores across India. It started its operations from Mumbai and Pune, but now there are Reliance SMART stores in almost all major cities of India. More than 100 Reliance stores, primarily in value and jeweler formats, were closed to launch Reliance SMART.

### 1.5 | Reliance SMART in Odisha: At a Glance

Over the years, Reliance Smart has catered to the needs of its customers from **every day** to special events at various price points. With the utmost focus on customers, Reliance Smart continues to offer the best shopping experience in the large format supermarket category with its variety and physical proximity to customers. Currently, Reliance Smart Superstores are present in 140 cities. Reliance Industries launched its first retail operation in Odisha in 2007 during the festive season of Durga Puja.

A total of three stores have been opened in areas such as Lewis Road, Kalpana Square and Gopabandhu Square, all located in Odisha's capital city of Bhubaneswar. Although he was successful in opening the shop, he faced tremendous threats and opposition from the local marketers who initially approached Dharanas and beat. But greener pastures appeared after five-six months, which marked the launch of Reliance SMART, which handles and sells fresh vegetables and fruits to customers. Reliance SMART stands out by offering vegetables and fruits known for 'Freshness, Quality and Cleanliness'. Reliance SMART procures fresh vegetables and fruits from local suppliers / regional suppliers / state level suppliers and wholesalers from distribution centers led by category managers who are responsible for input operations such as collecting vegetables and fruits.

One of Reliance Retail's first flagships, Reliance SMART was launched in 2006 with the promise of innovation, affordability and cost effectiveness. Reliance SMART mainly targets small local grocery stores while SMART targets DMart, Big Bazaar etc. Targeting large retail stores such as Reliance SMART has been operating in a smaller form, while Reliance SMART is a larger concept. One thing that Reliance SMART and Reliance Smart have in common is that both focus on the availability and marketing of fresh fruits and vegetables. Reliance SMART Superstore has expanded its presence in Odisha by opening its first store in Sambalpur by Balaji Developer on Budharaja Main Road. Reliance SMART is Reliance Retail's large format food supermarket. With this new sale, Reliance Smart now has 9 stores in Odisha (as per reports till 2019).



### 1.6 | General Objective (Aim) of the Study

The goal of the thesis is to study the sustainability of supply chain management at Reliance SMART through value chain analysis in Sambalpur, Odisha.

## 2 | RESULT AND DISCUSSION

### 2.1 | Supply Chain Management in RelianceSMART

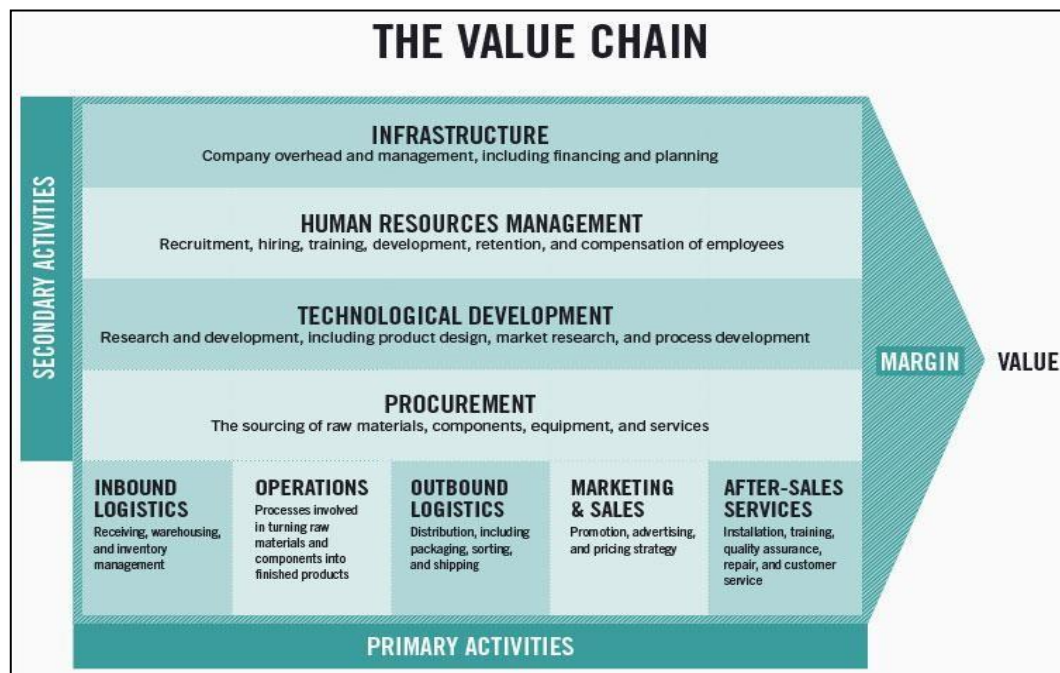
Vegetables and green fruits are always bought from local farmers who are not mandis with SMART commitment. They established rural business centers in many parts of Mayur. The goal of relying on SMART is to improve the efficiency, resilience and accountability of the entire value chain. By reaching farmers directly, reducing procurement costs, which paves the way for better returns for Indian farmers and wholesalers, and is a great value for Indian consumers. The first product it is bought from wholesalers and suppliers, then processed, bad items are removed, and finally packaged for sale. The purpose of the collection center is to buy fresh and high-quality fruit and vegetables.

Companies can save on both costs through this process. Figure 1 Reliance SMART supply chain management. It is clear that the raw materials are sourced from farmers or suppliers and wholesalers, farmers and wholesalers use their own logistics to collect the goods at the collection point. From the collection point, Reliance SMART uses its own logistics for transportation and processing at the collection point, which is then sent to the processing point or via DC and the final retail store to the customer. A real supply chain has multiple end products and common components, facilities, and capabilities.

Material flows may require different modes of transportation, and materials may be deeper and larger for the end item.

## 2.1 | Value Chain Analysis in Reliance smart

A value chain identifies the various business activities and processes involved in creating a product or service. Inputs consist of secondary functions such as logistics, operations, marketing and sales, services and infrastructure, procurement, technology development and human resource development.



### 2.2(a) | Reliance SMART Infrastructure

Reliance invested \$ 30,000 million in retail sales in the 22nd week; store expansion, business acceleration. Reliance Retail added 11.1 million square feet of warehouse space during the year, doubling its warehouse space to 22.7 million square feet, Reliance Industries Ltd (RIL) said in its annual report for FY22. Reliance SMART stores operate in Ranger Format. means selling fresh vegetables to street vendors. Reliance Retail reported a turnover of \$1,000,000. 1,99,704 crores for the financial year 2020-21. As of March 31, 2022, Reliance Retail operates 15,196 stores in 7,000+ cities with a retail area of 41.6 million sft.

### 2.2(b) | Reliance SMART Procurement

Buy vegetables, fruits, dairy and vegetable products directly from farmers and wholesalers. By buying direct, customers save on broker commissions, loading and unloading costs, transportation costs, and handling costs. Perishable products are purchased from a nearby distribution center. Their merchandising department handles the central procurement of non-perishable goods, FMCG products with a longer shelf life.

### 2.2(c) | Procurement Policies and Procedure, Inventory Management

Reliance Retail's business model taps into the energy of demand for a new, reborn India. Reliance Retail's guiding philosophy is based on the principles of creating inclusion, growth and sustainable social value for millions of Indians.

### **2.2(d) | Procurement policies and procedure**

1. Centralize the purchasing of manufacturers directly through several distribution centers.
2. The SCM manager and the category manager plan the overall merchandise selection for the store.
3. When the study level reaches the order level, the SAP system automatically generates an order.
4. The level of study can be checked by the category administrator at any time.
5. This order is automatically generated by the system and sent to the category manager who then sends it to the SCM manager.
6. Reliance Retail Ventures Limited, a subsidiary of Reliance Industries Limited, is a retail company, Reliance Retail Limited.

This process involves three important aspects namely store manager, category manager and supply chain manager. A category organizer organizes comparable categories that contain similar items. When the stock in the store falls below the order level, the SAP system creates an automatic order to purchase those items. After receiving these orders, category managers collect orders from various Reliance SMART stores around the city and send larger orders to the supply chain. A supply chain makes local or centralized purchases to obtain items from appropriate sources. The products are then delivered to the store where they were ordered.

### **2.2(e) | Human Resource and Technology Development**

Reliance SMART's HR management is classified into three levels: senior management, which includes strategy makers and team managers; middle management, including regional managers and store managers; and lower-level management, which appoints assistant store managers. A number of elements are used in HR management, including strict evaluation procedures, shorter working hours than competitors, quick payment of salaries, early notice of termination, and recruiting through friends and referrals. Reliance SMART is equipped with highly customized and reliable software. SAP, RETALIX, R CONNECT PORTAL and EUROPLEX SECURITY. There are four main software used in Reliance SMART.

### **2.2(f) | Inbound Logistics**

Category managers working in Distribution Centers (DCs) are often responsible for identifying various categories of vegetables and fruits when it comes to Reliance SMART business. These people are very good at selecting items that meet their quality requirements. The next step after the acquisition involves the use of contracted trucks and cars to transport goods from DC to SMART Reliance stores. When it reaches the point of sale, the goods are collected and the distribution is completed. Fruits and vegetables are kept fresh in temperature-controlled outdoor chillers. Vegetables and fruits are stored in sophisticated metal containers, large-sized, custom-made and resistant to microbes. Weekly inspections are conducted under the supervision of sanitary inspectors. Fluorite Insect Repellent and Pest Control Spray materials used to maintain health, cleanliness and freshness. A variety of vegetables and fruits available at a fair price. Also, unlike the local marketers and traders, Reliance SMART always has seasonal fruits and vegetables. In particular, Reliance SMART offers a variety of rare fruits and vegetables such as baby corn, broccoli, seedless grapes, apples, plums and oranges. As for the price component, the price of onion and potato is at least a thousand cheaper than the market price.

The price of onion and potato is at least equal to lower than the market price in terms of price.

### **2.2(g) | Store Operations, Layout and Design**

The inspector checks the correct product. The outlet is cleaned at least seven times a day by the housekeeping staff. The store manager conducts regular temperature and refrigerator checks. Store managers and supervisors work together in the afternoon to prepare items for tomorrow. The supervisor checks the closing stock at the end of the day and sends further information about the replenishment to the head office. The cashier checks the balance and compares it with the transaction. It closes to patrons around 10pm. At eleven o'clock at night, the operator closes the shop after completing the accounting process.



### 2.2(h) | Marketing Sales

**Direct Marketing:** Contacting specific customers and prospects via mail, telephone, fax, e-mail, or the Internet to directly engage or engage with or exchange ideas through e-mail, telephone, and text messages. used for "(loyalty program).) customers. It informs customers about the latest deals and events. **Push strategy:** Push strategy, including as point-sales displays, special displays, dealer rewards, giveaways, promotional materials, catalogs and brochures, events and samples are used by Reliance SMART to clear its inventory in time.

**Pull Strategy:** Reliance SMART offers pull strategies like coupons, samples, premiums and gifts, returns/discounts and POP promotions to attract customers.

**Advertising Strategy:** Print and television advertisements, package covers, catalogues, billboards, logos and audio materials are used to promote Reliance SMART.

**Sales Promotion:** Various short-term incentives to try or buy a product or service. Reliance SMART sales promotions include bonuses and freebies, free samples, cashback, and special offers like BOGO and BXGY.

**Service and Support:** Salespeople are thoroughly trained in how to interact with customers and versed in the products offered in terms of pricing and service. Professional multitasking. It provides personal service to customers and fulfills their requirements. Sometimes they follow orders from their superiors. They closely monitor the inventory on hand and provide information about purchases.

### 2.3| SWOT Analysis in Reliance SMART

SWOT analysis is a strategic planning technique used to help people or organizations identify strengths, weaknesses, opportunities, and threats related to business competition or project plans. The main purpose of the SWOT matrix is to identify strategies that the organization can use to take advantage of external opportunities, counter threats, and build and protect Reliance Industries' strengths and eliminate its weaknesses.

#### 2.3(a) | Strengths of Reliance Industries -Internal Strategic Factors

As one of the leading manufacturing companies, Reliance Industries has many advantages that help the market grow. This advantage not only helps to maintain market share in the existing market, but also helps to penetrate new markets. Mer has a successful track record of bringing together acclaimed firms through mergers and acquisitions. It has successfully merged several technology companies in the past few years to streamline its operations and build a secure supply chain.

**1. Strong dealer community** - create a culture between distributors and dealers where dealers not only promote the company's products, but also invest in training the sales team to explain to customers how to get more from the product.

**2.Strong Free Cash Flow** - Reliance Industries has strong free cash flow which provides the company with resources to expand into new projects. **Strong Brand Portfolio** - Reliance Industries has invested in building a strong brand portfolio over the years. SWOT analysis of Reliance Industries reflects this fact. This brand portfolio can be very useful if an organization wants to expand into new product categories.

**3. Strong distribution network** - Reliance Industries has built a strong distribution network over the years that can reach most of its potential markets. Automation activity has provided consistency of quality to Reliance Industries products and enabled the company to scale up and down as per market demand conditions.

**4.Good Return on Capital Expenditure** - Reliance Industries has had some success in executing new projects and has achieved good return on capital expenditure by building new revenue streams. One track record of successful new product development is product innovation.

### **2.3(b) |Weakness of Reliance Industries -Internal Strategic Factors**

1. New technology enabled Reliance Industries to implement different pricing strategies in new markets. The company will be able to retain loyal customers with excellent service and attract new customers through other value-oriented offerings.

2.New customers from online channels - Over the past few years, companies have invested heavily in their online platforms. This investment opens new sales channels for Reliance Industries. In the next few years, companies can capitalize on this opportunity by knowing their customers better and serving their needs through big data analytics.

3. An organization's core competence can be successful in the same product sector. A comparative example is GE Healthcare's helpful research in the development of better oil rigs.

4. Opening new markets due to government agreements - Adoption of new technology standards and government free trade agreements allowed Reliance Industries to enter emerging markets. The new tax policy can have a significant impact on business operations and open new opportunities for established players like Reliance Industries to improve their profitability.

6. New Environmental Policy - New opportunities will create a level playing field for all industry players. This is a great opportunity for Reliance Industries to exploit new technologies and gain market share in new product categories.

7. The economic downturn and increased consumer spending is an opportunity for Reliance Industries to capture new customers and increase its market share after years of recession and slow growth in the industry. Lower transportation costs due to lower transportation rates can also lower the cost of Reliance Industries' products, thereby providing an opportunity to provide benefits to customers to increase profits or gain market share.

### **2.3(d) |Threats Reliance Industries Facing -External Strategic Factors**

The growing anti-isolationist trend in the US economy could lead to similar reactions from other governments, thus adversely affecting international trade. Competitive or disruptive new technologies can pose a serious threat to the industry in the medium to long term. Share the level of Pay increases, especially the movement \$15 an hour and rising prices in China could put significant pressure on Reliance Industries' profits. Demand for high-yielding products is seasonal, and events in the peak season can affect a company's profitability in the short to medium term. The growing power of local distributors poses a threat in some markets, because competition brings more benefits to the local population distributor. Innova does not consistently provide innovative products - Over the years, the company has produced a large number of products, but often responds to developments from other players. Second, it is not consistently supplied with new products, thus causing high and low sales figures to fluctuate over time.

Fierce competition - Steady Profits has increased the number of players in the industry in the past two years, which has not only reduced profits but also overall sales. Counterfeit and low-quality products threaten Reliance Industries products, especially in developing and low-income markets.

### 2.3 (e) Limitations of SWOT Analysis for Reliance Industries

Although SWOT analysis is widely used as a strategic planning tool, the analysis has limitations. Some organizational capabilities or factors can be strengths and weaknesses at the same time. For example, changes in environmental regulations can also be a threat to the company, which can allow the company to be on a level playing field or have an advantage over its competitors if it can develop products faster. competitors.

1. SWOT does not show how to achieve competitive advantage, so it should not be an end in itself.
2. The matrix is only a starting point for discussing how the proposed strategy can be implemented. It provides an assessment window but not an implementation plan based on Reliance Industries' strategic competitiveness.
3. Static SWOT assessment - analysis of status quo with unlikely change. As conditions, opportunities, threats and strategies change, the dynamics of the competitive environment will not appear in a single matrix.
4. A SWOT analysis can lead the company to overestimate a single internal or external factor in formulating a strategy. There is a correlation between key internal and external factors that SWOT does not reveal may be important in formulating a strategy.

### 3 | CONCLUSION

Reliance SMART has expert control over the value chain. Freshness and cleanliness are important when delivering vegetables and fruits to consumers. The distribution center carefully selects vegetables and fruits from local farmers and wholesalers, keeping track of inventory needs in retail stores. Products are efficiently processed in stores that maintain optimal temperatures and cooling levels. Control of pests and microbial contamination is done by keeping in mind the shelf life of the product. You He is very knowledgeable and knowledgeable about the various fruits and vegetables offered as well as SMART Reliance technology. Customers are attracted to Reliance SMART by its ambience and availability of fruits and vegetables. Reliance SMART supply chain management has long been concerned about cleanliness, quality, safety and competitive prices; In recent years, the broader goals of social responsibility and sustainability have been officially recognized. With 10 core principles of stewardship, citizenship, fairness, honesty, purpose, respect, responsibility, security and truth, Reliance SMART has made rapid progress in creating a value chain from the factory to the end user.

### 4 References

1. Wendy Tate, Andreas Wieland, and Tingting Yan, Co- Editors-in-Chief; Lutz Kaufmann, European Editor, Latin American Editor, Asia Pacific Editor, [https:// onlinelibrary.wiley.com/ journal/ 1745493X](https://onlinelibrary.wiley.com/journal/1745493X).
2. Austin, Robert, D. (2001). Ford Motor Company: Supply Chain Strategy, Harvard Business School Publishing (December 21): 9-699-198.
3. Bhutman, J. (2002). A Pain in the (Supply) Chain, Harvard Business Review (may): 1-5.
4. Collins, jim. (2003). The ten greatest CEOs of all time. Fortune (21 July): 54-69.
5. Deloitte, Touch, T. (2003). The Challenge of Complexity in Global Manufacturing. [@www.deloitte.com/dtt/cda/doc/content/challenge%20 of%20complexity%20FINAL.pdf](http://www.deloitte.com/dtt/cda/doc/content/challenge%20of%20complexity%20FINAL.pdf).
6. [en.wikipedia.org/wiki/Reliance SMART](http://en.wikipedia.org/wiki/Reliance_SMART).
7. Fawcett, Stanely, E., and Magnan, N. Gregory. (2004). Ten guiding principles for high-impact SCM, Indiana University Kelly school of Business, Harvard Business School Publishing: 67-74.
8. Fawcett, Stanley E., and Gregory, N. Magnan. (2001). Achieving World Class Supply Chain Alignment: Benefits, Barriers, and Bridges, Harvard Business School Publishing.
9. Fine, Charles, H. (1998). Clockspeed. Reading, MA: Perseus Books.
10. Goldberg, Ray A., and Yagan, Jessica D. (2007). Mc.Donald's Corporation: Managing a Sustainable Supply Chain, Harvard Business School Publishing (April 16): 9-907-414.
11. Pattnaik, M. (2012), Models of Inventory Control, Lambert Academy Publishing, Germany.



12. Pattnaik, M. (2014), Inventory Models: A Management Perspective, Lambert Academy Publishing, Germany.
13. Pattnaik, M., Roy, G.P., Nayak, P. (2014), Emerging Trends in Production Research: Concepts and Cases, Journal of Business and Management Sciences, Special Issue, vol. 2 (3A), Sciences and Education Publishing, USA.
14. Raman, A., and Fisher, M. (2001). Supply Chain Management at World Co., Ltd. Harvard Business School Publishing (November 19): 9-601-072.
15. Thomas, E. Vollmann, William, L. Berry, Whybark, D. Clay, and Jacobs, F. Robert. (2013). Manufacturing Planning Control for Supply Chain Management, McGraw Hill Education, India.
16. Wietfeildt, P. (2001). Achieving the Next Level of World Class Supply Chain Performance. Presentation, Annual Conference of the Council of Logistics Management, Toronto (September).