

# Building more resilient supply chains



Let us help your organisation understand recent freight logistics and supply chain failures during the pandemic, explore what the world might look like as we transition to a new normal, and prepare to thrive in the years to come

The ongoing COVID-19 pandemic has made Australians more aware than ever of the important role that freight, logistics and supply chains play in their lives, as several of the high-profile disruptions that hit Australia during the pandemic directly involved these sectors. Examples include the collapse of Australia's airfreight corridor for high-value agricultural and fisheries exports, the empty shelves in supermarkets, the unexpected scarcity of critical medical equipment, and uncertainty surrounding the supply of materials of national interest.

As we work to recover from the disruption, there is a once-in-a-lifetime opportunity to study the failures that have taken place in our freight, logistics and supply chain networks, processes and systems, to identify their causes and to learn from these mistakes. Concurrently, as decision-makers in government and industry come to realise that a return to business as usual is very unlikely, the idea that we are now headed towards an unknown 'new normal', preceded by an equally uncertain transition phase, has taken hold. In order to not only survive, but to thrive, during the next few years and beyond, we must try to anticipate what the near and mid-term future could look like.



## Our proposal

Armed with lessons from past mistakes, and with a vision of what the future might bring, we should prepare to thrive in the new normal. An examination of the different challenges and opportunities that might come with the next few years, as well as their implications in terms of freight, logistics and supply chains, would allow us to rethink our strategic priorities as well as the existing systems, processes and networks in place to support them.

In partnership with industry, we propose to undertake a research project for and with companies, end-to-end supply chains, regions, the States and Territories of Australia, or nationally, to learn from recent issues, envision the new normal, and devise ways to succeed in it. This research project would be conducted with the collaboration of companies, industry organisations and government entities, and led by experts from Deakin's Centre for Supply Chain and Logistics (CSCL), Institute for Intelligent Systems Research, Innovation (IISRI) and the Faculty of Business and Law.

The timeline of this project will reflect the rigour of our method, and the seriousness of the work for the future of our country. The project will consist of:

- Part 1: Learning from recent failures
- Part 2: Envisioning a post-COVID world
- Part 3: Preparing for the 'new normal'

## Why Deakin?

Deakin is in a unique position. CSCL has significant supply chain and cross-disciplinary expertise to support companies and regions identify the critical issues and to deliver impactful research and development programs. CSCL has created Laboratories which bring together some of the best minds in the industry, so we can work together to identify and address difficult and complex supply chain and freight logistics issues that no organisation alone can solve.

## Contact us for a proposal

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CSCL has the support of an extraordinary and actively engaged Industry Advisory Board, and its members (who are senior supply chain executives) generously contribute their experience, knowledge and innovative thinking to drive improvement and the creation of supply chain resilience and sustainability across Australia.

CSCL is Australia's leading research centre focusing on freight logistics and value-added supply chains. As a cross-disciplinary centre, it works closely with its government and industry partners to optimise public and private sector decision-making to achieve a better and more sustainable future. CSCL's activities are built on three pillars: innovative and rigorous applied research, industry engagement and capability building, underpinned by the expertise of its people and partners.

IISRI conducts research at the interface of people and systems. It has more than 80 researchers who use their R&D expertise to provide practical solutions to real world problems and develop commercial-ready products and services. As a result, IISRI has been successful in the delivery of numerous industry-based research projects with major national and international organisations.

Both CSCL and IISRI have extensive experience conducting projects with industry and government, including for the evaluation of current problems, for anticipating future challenges through scenario planning, and for the reformulation of the strategies and operations of an organisation. Recent projects include those conducted for the Australian Government's Department of Infrastructure, Transport, Regional Development and Communications; the Victorian Rail Track Corporation; and the Australasian Railway Association.

Additionally, for this cross-disciplinary project, the right experts will be brought in as needed in topics such as business management, economics, engineering, and IT, among others, from across Deakin's vast and experienced staff.

**We stand ready to support companies, supply chains, industries and the nation as they grapple with the current complexity and plan for a strong future. We look forward to hearing from you!**

