

**EFFECTIVE WAY TO IMPROVE THE SUPPLY CHAIN MANAGEMENT OF
PROCURING DRUGS IN SANKARA EYE HOSPITAL**

Dissertation Submitted To



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Near Sanganer Airport

Jaipur-302029, Rajasthan

Ph.: 0141 3924700, Fax: 3924738

Website: www.iihmr.edu.in

For the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Pharmaceutical Management (PM)

Academic Year: 2020-2022

By

Shiva Kumar Dwivedi

Under the Supervision and Guidance of

Dr. Surya Prakash

2022

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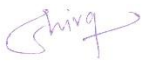
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2022

DECLARATION BY STUDENT

I hereby declare that this dissertation titled **“Effective way to improve the supply chain management of procuring drugs in Sankara Eye Hospital”** is a bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.



(Signature)

Shiva Kumar Dwivedi (0270)

MBA PM-12

Date:

CERTIFICATE OF COMPLETION (Organization)

This is to certify that **Shiva Kumar Dwivedi (0270)** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) in Pharmaceutical Management (PM) from the IIHMR University, Jaipur has successfully completed his internship at **Sankara Eye Hospital, Coimbatore** during April 1st, 2022, to June 30th, 2022.

Place:

Date:

(Preceptor/Head of the Organization)

Sankara Eye Hospital, Coimbatore

CERTIFICATE (From Faculty Guide and School Dean)

This is to certify that dissertation titled **“Effective way to improve the supply chain management of procuring drugs in Sankara Eye Hospital”** is a record of the research work undertaken by **Shiva Kumar Dwivedi (Roll No.: 0270)** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) in Pharmaceutical Management (PM) from the IIHMR University, Jaipur under my guidance and supervision and his approach to the research study has been sincere, scientific, and analytical.

(Faculty Guide)

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Dr. Saurabh Banerjee

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IIHMR University, Jaipur

Date:

ABSTRACT

The handling of medicines, whether they be drugs or devices, is known as supply chain management (SCM) in the pharmaceutical sector. From the delivery of final goods to the raw materials, it encompasses the full production process. Challenges in the pharmaceutical supply chain were a top worry for the sector in 2020. The difficulties persist even if the globe is moving toward a new normal. Worldwide, this epidemic has had a tremendous socioeconomic impact and wreaked havoc on every sector of the business. The pharmaceutical industry's supply chain might still be more effective, and some radical adjustments could be required if we are to prosper in the new normal. Organizations using outdated systems have a difficult time adjusting to the changes in business procedures that were brought about by through the epidemic. Slow-adapting businesses had to work harder to comprehend the adjustments they needed to make, and it was challenging to do so without the necessary technologies.

To accomplish the aim, hospitals should create an integrated supply chain. The supply chain makes sure that departmental activities and the hospital's revenue cycle are properly connected. A back-end application that runs to combine all the various operations might be seen as the supply chain. The supply chain that has been put in place guarantees prompt medicine or product availability, reduces inventory waste, enhances patient care, unifies all departments, and prevents human or drug mistake. to the least. Useful methods may be used to do this. H. To improve operations, integrate subsystems and employ standard product codes and RFID technologies.

The term "healthcare logistics" refers to a range of goods required by healthcare practitioners, including equipment, drugs, and supplies for medical and surgical procedures (doctors, nurses, administrative staff). In healthcare, accidental behavior, accuracy, and successful outcomes are crucial. The efficiency and efficacy of the available therapies must be increased through SCM. It might be difficult to maintain hospital standards and procedures while dealing with growing travel costs. Since each subsystem runs on its own, coordinating them all may be a difficult undertaking. Hospitals are now attempting to pinpoint weak spots where they might make improvements to the level of patient care and service. Visibility in all processes is the primary objective of SCM. Centralized information flow must be regularly examined and modified. Maintaining visibility and transparency of information across producers, merchants, and insurance

The patient's proper medical treatment is the hospital's ultimate objective. Pharmacy shelves should be supplied with plenty of high-quality medications. Hospital pharmacies rely heavily on supply chain management to provide timely access to medications at the most affordable prices. The supply chain needs various vendors and supplier arrangements since some medications may only be supplied at specific temperatures.

It is difficult to predict the exact demand for medicines. Therefore, pharmacists collect accurate drug consumption data to get the same trend. In today's hospitals, the general stocker manages the supply chain, but because they are not aware of the principles of supply chain management, some drugs are in high demand, low availability, or low demand, and availability. May be high. Increased shelf life and thus increased risk of drug expiration in pharmacies. The pharmacist reports to the Continuing Professional Development (CPD) for better healthcare logistics management. They help return medicines and medical devices that are due to expire in a few months.

Keywords: Supply Chain Management, Radio Frequency Identification, Streamlining Workflow, SCM Principles, Pharmacy, Drugs, Healthcare Supply Chain

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Shiva Kumar Dwivedi

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ABBREVIATIONS

S.No.	Abbreviation	Expanded form
1.	SCM	Supply Chain Management
2.	CPD	Central Purchase Department
3.	SC	Supply Chain
4.	GRN	Goods Received Number
5.	PR	Purchase Requisition
6.	PO	Purchase Order
7.	IC	Incharge
8.	MHE	Material Handling Equipment
9.	PHE	Physical Handling Equipment
10.	CDSCO	Central Drugs Standard Control Organization
11.	SCOR	Supply Chain Operations Reference

CHAPTER-1

INTRODUCTION

1.1 What is Supply Chain Management?

The Supply Chain Management Association defines supply chain management as "identifying, acquiring, accessing, deploying, and managing resources that an organization needs or may need to achieve its strategic goals." increase.

The SCM includes all procedures involving the movement of commodities, their transformation from raw materials to ultimate consumers, and the flow of relevant information. This includes the transportation of items and information up and down the supply chain. As a result, the supply chain is comprised of several systems, including system administration, operations and assembly, purchasing, production scheduling, order processing, inventory management, shipping, warehousing, and after-sales support. The supply chain is a network of interconnected procedures that begins with the supplier and ends with the client.

Upstream buying activities covered by supply chain management include: B. Used to convert the inputs supplied by suppliers, including operations like production, engineering, and accounting. C. Used to keep excellent connections with suppliers and buy the appropriate items from the right suppliers at the right time. procedures that are internal, as well as downstream functions B. Final product delivery to consumers



Fig.1.1 Supply chain management

The goal of supply chain management is to continuously improve how businesses get the resources they need to generate goods and services. Talk about strategies for controlling the resources that result in the service you offer to your clients. A corporation can devote up to 60% of its budget to material acquisition, in accordance with the essential requirements of SCM. Reduction in cost, enhanced supply, shorter duration cycles, high quality, and accessibility to product and process technologies are hence the main goals of SCM. By exceeding or failing miserably to meet customer expectations, suppliers have the power to create or ruin their businesses.

Controlling the flow of medical products and services from the producer to the patient is known as healthcare supply chain management. Supply chain management in the healthcare industry is frequently a difficult and disjointed operation. This include acquiring resources, controlling consumables, and offering clients and clients products and services. Information about tangible items and healthcare products and services frequently flows through a number of independent parties, including producers, insurers, hospitals, providers, purchasing organizations, and various authorities, in order to be completed. increase.

1.2 Factors affecting Supply Chain Management

Several factors have an impact on supply chain performance. Structure of the supply chain, rules for managing inventories, information exchange, customer demand, forecasting techniques, lead times, and duration of validation periods are a few of them. Below is an explanation of these elements.

1. **Supply chain structure:** The number of assets, the number of phases, and the way that materials and information move all affect how complicated the chain is

The structure of the supply chain is complex. Substores cannot contact the purchasing department directly in the event of an emergency. You must follow the proper protocol and it may take a week or more for the item to be delivered.

Sub-store
Store
CPD

2. **Warehouse management** Finance department
has the right **Fig.1.2 Supply Chain Structure** prevent shrinkage, and ensure proper accounting. These decisions are related to the timing of the item order and the size of the item order. Therefore, the warehouse management mechanism includes decisions about when and how much to order.

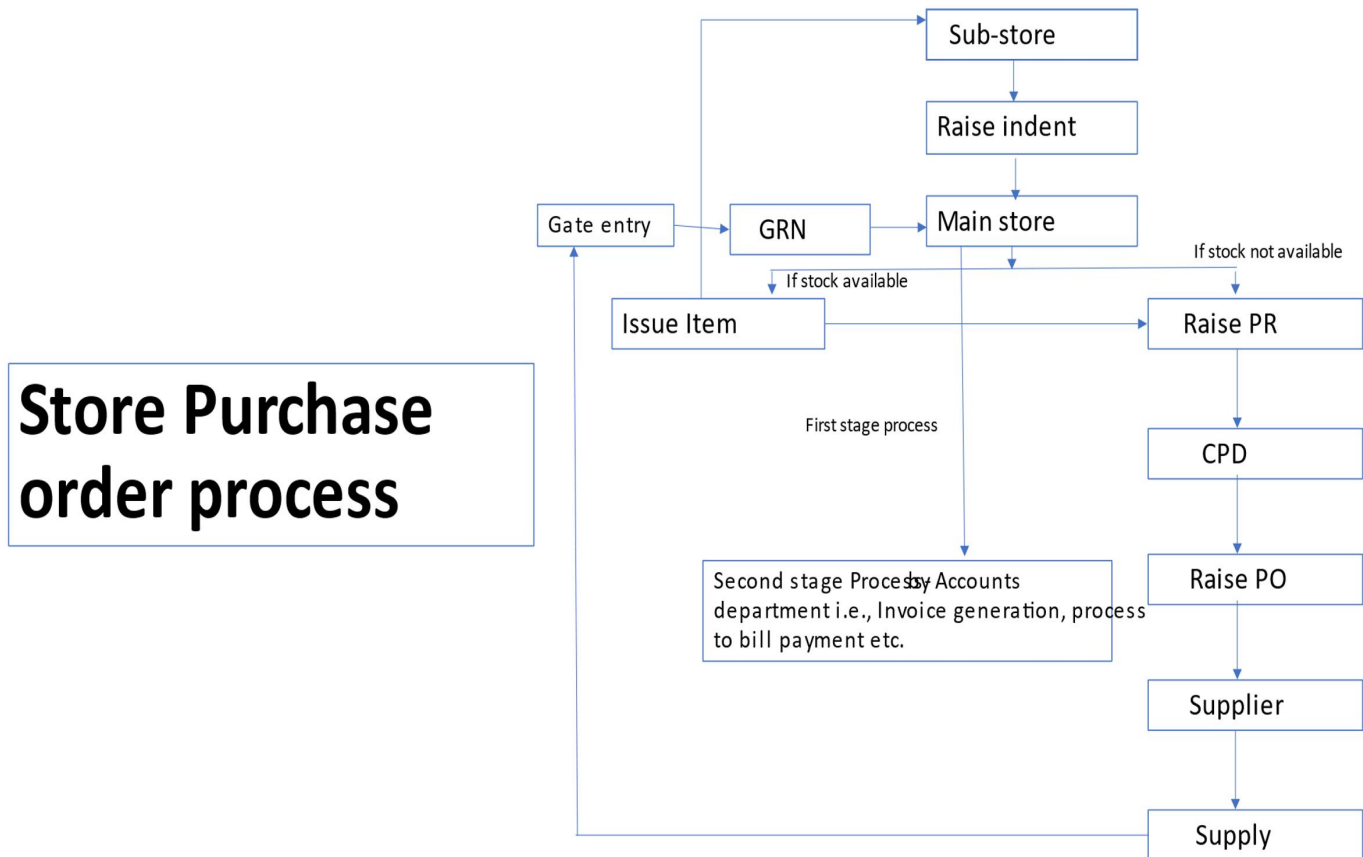
Management Policy: Inventory means ensuring that the company products in order to avoid out of stock, and ensure proper accounting. There are two inventory systems with independent needs: a regular review system and a continuous review system. The periodic check system checks the stock position on a

regular basis (during the check period) and orders the appropriate quantity. Therefore, regular inventory checks include inventory counting and documentation at specific times. For example, a retailer with a regular inspection policy may count inventory at the end of the month. Regular inventory reviews reduce the amount of time an employer or manager spends on inventory analysis, freeing up more time on other aspects of business operations.

3. **Information Exchange:** Information exchange can be described as SC's greatest performance driver. Information connects different SC partners and allows them to coordinate their activities. Information is important for day-to-day operations at all stages of the SC. Information systems give businesses quick access to a variety of customized products. By continually sharing new information with key persons in a timely and qualitative way, managers can make better decisions and improve performance. Sharing information on the SC has many benefits, including- Reduced Bullwhip effect, better coordination between different activities, better decision making, and less uncertainty in SC. By providing and sharing information with partners, organizations can accelerate the flow of information within the SC, increase productivity and effectiveness, and improve time-to-market response. Information exchange reduces SC uncertainty and reduces the need for safety stock.
4. **Prediction Method:** In the supply chain, members need to predict future demand, and it is not possible to predict demand with certainty. This uncertainty leads to distortion of order volume and increased order variance. Forecast accuracy has a significant impact on key supply chain performance indicators such as inventory costs, backorder costs, sales loss costs, and customer credit. Inaccurate predictions lead to the full utilization of the factory's capabilities. Prediction methods with good ordering policies can reduce the Bullwhip effect by up to 55%. The most commonly used prediction methods include simple exponential smoothing and moving averages. The simple exponential smoothing method has the advantage of being easy to implement in a computer system because it requires less data storage. However, the increase in order deviation of the simple exponential method is greater than the increase in order deviation of the moving average prediction method.
5. **Lead Time:** Replenishment parameters such as lead time and review duration can also affect SC performance. Lead time is the period from when an order is received until the item arrives. The time that is the sum of the order lead time and the delivery date. One of the causes of the Bullwhip effect is the long lead time. If the lead time is long, the order will fluctuate greatly, which may lead to the Bullwhip effect. Long lead times can lead to a shortage or buildup of total supply chain inventory. Reducing lead time helps overall efficient operation

1.3 Supply chain management in Sankara Eye Hospital Coimbatore

Sankara Eye Hospital Coimbatore's supply chain management is centralized, with sub-stores collecting collections in software and sending them to the main store of the head office, reviewing the collections and transferring them to the Continuing Professional Development



(CPD)

The CPD department analyzes the collection and uses the software to create the collection order. After collecting the orders, they send an email to the provider stating the order. The provider will contact the CPD department to provide appropriate follow-up to the required indentation

The supplier delivers the required materials to the unit along with the invoice and performs the gate entrance procedure before entering the hospital staff's warehouse. This stage guard verifies that the back of the invoice is sealed and signed, then confirms the invoice number, material expiration date, and quantity. The store representative receives the item and completes the necessary steps before entering the store.

1.4 Research Question

How to improve the Supply Chain Management Practices and Supply Chain Performance & Effectiveness in Sankara Eye Hospital?

1.5 Objectives

- Knowledge of risk assessment and management in the supply chain.
- Examine the influence of supply chain management methods on your organization's overall success.
- Evaluate supply chain risk management skill.
- Determine the link between comprehensive quality management methods and organisational performance.

1.6 How was the study performed?

The study was performed using primary and secondary data. In primary data collection, purchase manual, documents and reports were used, whereas, in secondary data journals, articles were reviewed.

Fig.1.3 store purchase order process

CHAPTER-2

LITERATURE REVIEW

Today, a company's supply chain is mostly what gives them a competitive advantage. In order to boost a company's overall value, supply chain management research focuses on how to implement better resource allocation and utilisation across the organisation. The supply chain is a system of value-added procedures connecting a company's clients and suppliers. The tenets of supply chain management are as follows: We collect information from our vendors, create value, and provide it to our customers. The supply chain includes everyone involved in directly or indirectly meeting client requirements. The supply chain includes merchants, manufacturers, suppliers, couriers, warehouses, and even the customers themselves. At B. Manufacturers, the entire process of receiving and completing orders is included in the supply chain.

Determine the effects of supply chain management methods such lean supply chains, agile supply chains, and hybrid supply chains on supply chain performance is the aim of this study. The effectiveness of the supply chain in terms of strategic supplier alliances, client connections, and information exchange is also examined in this study. The objectives of the study were to determine if supply chain management practises had an impact on supply chain performance and to investigate the impacts of supply chain management strategy on supply chain performance. To enhance long-term business performance and supply chain performance, supply chain management methods include a number of approaches and procedures that effectively integrate with suppliers, manufacturers, distributors, and customers. In this, supply was looked at. The sharing of information within the supply chain is the core basis of SCM (Moberg et al., 2002). Companies may adapt to changing client requirements more rapidly by sharing information with supply chain participants.

"Performance measurement is described as the process of quantifying an intervention's efficacy and efficiency." Comparing performance metrics aids in the identification of good SCs. There are two types of key performance indicators: qualitative and quantitative. Customer happiness, product quality, SC vulnerability, and SC resiliency are examples of qualitative performance indicators, whereas quantitative performance indicators may be described mathematically (for example). Cost, inventory level, and resource use).

Pharmaceutical firms encounter a variety of complicated issues, including those relating to politics, economics, society, technology, and the law. The set of businesses, procedures, and activities engaged in developing new pharmaceutical goods is known as the pharmaceutical industry. The pharmaceutical supply and delivery firms that make up PSC also have a significant influence on client satisfaction.

The effectiveness of the pharmaceutical supply chain can be impacted by a variety of factors. The goal of this research is not to cover every aspect of the supply chain's characteristics. In

order to concentrate on critical factors, this study employs the Supply Chain Operations Reference (SCOR) as a conceptual model. The Supply Chain Council's suggested SCOR model offers a helpful framework for evaluating

In terms of cost and asset management, supply chain efficiency is critical from this standpoint. Efficient SC management lowers manufacturing, storage, and shipping costs while also improving customer service. All expenses involved with the supply chain's operation. B. Productivity successes include the costs of planning, procurement, production, delivery, and return processes, cost of products sold, direct expenses (labour costs, materials), and overhead costs (indirect costs). Operating costs have an impact on profitability and, as a result, overall success. As a result, it is one of the most essential markers for determining efficiency. The more businesses that optimise their expenses, the more efficient they become. Cost reduction enables award-winning businesses to develop more efficient partnerships with partners and other businesses in order to cut product prices, internal lead times and manual labour, and enhance overall profitability.

Cash-to-cash cycle time, SC fixed asset income, and working capital income are the three main metrics used to evaluate supply chain asset management. The time it takes for a business to turn a profit by selling a product for cash after paying for the material's acquisition is known as the cash-to-cash cycle time. This variable is used to estimate the amount of funds required for ongoing and future activities.

S.No.	Title/ Author/Publication	Methodology	Conclusion
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CHAPTER-3

METHODOLOGY

3.1 Study Design

Descriptive Cross-Sectional Study (a study in which the condition and potentially related factors are measured at a specific point in time)

The research process of this study is shown in Chart

Statement of the Problem

Setting of Objectives

- Methodology,
- variables Chosen,
- Models Specifications.

Literature Review

Fig.3.1- structure of study design

3.2 Organization Name

Sankara Eye Hospital, Coimbatore (Mission Headquarters)

3.3 Duration of the Study

3 Months/90 Days (01-04-2022 to 30-06-2022)

3.4 Study Tool

The data was collected by study of purchase manual, documents, and reports journals & articles

3.5 Data Collection Procedure

In starting a purchase manual provided to understand the flow of purchase and supply chain management in organization. After one week I worked in main store, pharmacy as well as sub-store of the organization. I also got the theoretical knowledge of the procurement software which are used in organization.

3.6 Ethical Consideration

Appropriate measures were taken to ensure data security, privacy, and confidentiality. The data collected from the organization will solely be used for the purpose of the study and not any personal reasons.

3.7 Implications of the Study

This study will help the organization to understand and estimate the problems of supply chain management and find out the solutions to perform better flow of supply chain in organization. Based on the observations, some recommendations will be given that will help the organization in improving SC policies and provide better benefits to the organization.

CHAPTER-4

ANALYSIS & DISCUSSION

4.1 Analysis

4.1.1 Procurement Procedure in Stores

- 1) Indents are mere requisitions for collecting consumables from the main store. As the ultimate department that consumes any item, needs to be relieved of the task of physically collecting their requirements, from the main store, sub-store have been created for this demanding, receiving, safe keeping and issuing function. As more than one department can consume a specific consumable, it is obvious that a specific sub store can cater to more than one department.

- 2) the obvious assumption here is that the consuming department has a right to consume that item to discharge its designated function and the quantity consumed is normal to that function.
- 3) Ensuring this is the responsibility of the IC of that department only. The sub-store is only acting as the frontal agency. Thus, responsibility for incorrect demand and that of excessive consumption purely rests with IC.
- 4) That is the reason a separate individual is asked to approve the indent, after it has been raised and such an approving person should be, organizationally, responsible for that. In other words, IC of the department.
- 5) Purchase requisitions raising purchase requisition is the first step in the processing of the indent. This activity requires that the existing stock of that item is checked, issued if it can as for building up the stock, based on preset formula. The PR is also raised after considering demand for the same item received through different indents.
- 6) This therefore is a stores function. The individual, who raises the PR, should be the main storekeeper only, who has the access to all the records for fulfilling the responsibility indicated above.
- 7) The person who approves the PR there is normally no stopping of the PO and the commitment of funds must assume such a responsibility.
- 8) Purchase orders- after the PRs are approved, the activity left out in the complete process is that of actual purchase, meaning ensuring that the right item, in the right quantity, at the right price is bought and delivered to the right user (the stores) at the right time.
- 9) This function is independent one from that of the stores and should never be clubbed with the latter. This is the last activity of the purchase process.
- 10) Further, the unit head also ensures that the order is placed with a valid dealer, with proper GST registration.

4.1.2 Issue of products to the Sub-Store

- 1) Sub-store person raises the indent of required materials in software
- 2) Sub-store in-charge reviews the indent

Raise indent

Review indent

Sub-store IC approval

Sub-Store people go the
store

Issue & accept

Fig.4.1- issue of products to the sub store

- 3) After reviewing the indent sub-store in-charge approve the indent for main store
- 4) sub store person got to the main store to take the products
- 5) Store in-charge check the indents in software and issue the products to the sub-store person.

4.1.3 Handling of the material by Stores-Person

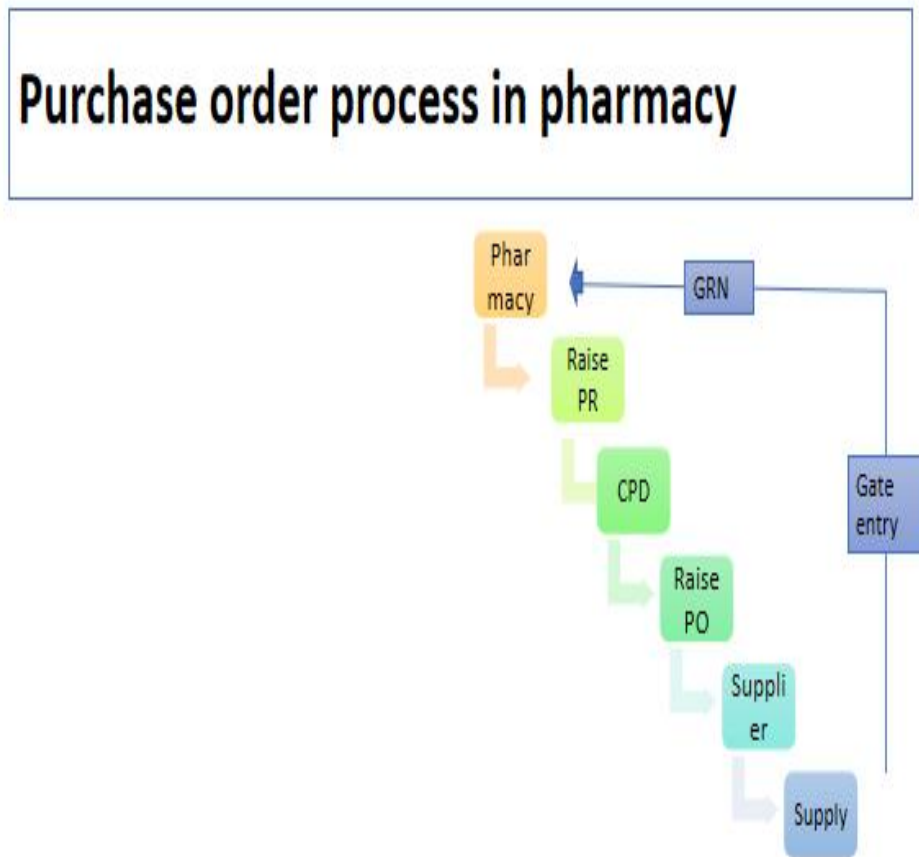
Before the entry of the products into the store, store person does the following check-ups:

- ✓ Check the supplier's name
- ✓ Batch number and item number of the products
- ✓ Amount and quantity of the products
- ✓ Medical or non- medical items
- ✓ it is paying or non-paying items
- ✓ Purchase order number
- ✓ Breakage of the products
- ✓ GRN- Goods Received Number preparation
- ✓ Arrange of the products in their racks

In store department there is separate racks for the Paying and non-paying materials. Temperature sensitive products keeps in store and maintained 25-degree Celsius temperature. Vaccine and injectable products keep on refrigerator to avoid the quality of the products. Stationery and spar items keep on other room.

4.1.4 Supply Chain process in Pharmacy

The hospital has a central pharmacy. The pharmacist creates a list of required medical devices (PR) in the software and sends it to the purchasing department. The CPD department analyzes the product, confirms the availability of the product with software, then creates an order and sends it to the seller. The vendor received the request and responded to the CPD department regarding the product. The hospital needs a separate room to store new products that have not yet been updated with the software.



4.1.5 Expired and Defective Products

Defective expired product returned to the supplier before 6 months have passed since the product expired. The store manager creates a list of products that will expire in the coming months and sends it to the CPD department. The CPD department analyzes the product and then contacts the supplier to provide product flow details. In return, the provider hands the credit to the CPD department. Full refund of the received product if the product is returned before 6 months have passed.

4.2 Discussion

4.2.1 Problems and Loopholes in Supply Chain Management

- 1) **Warehouse management-** Pharmaceutical inventory management plays a central role in hospital management. Drug inventory management at hospital pharmacies is critical to providing ongoing support services. Inventory management of medicines is very important. Materials in the warehouse should be properly stored on shelves and transported from one location to another, using appropriate precautions and equipment. Hospital warehouses are not ideal warehouses, they are smaller than ideal warehouses. There is less space. Due to the small footprint, it is difficult to move products from one location to another or place products on shelves. The product may be damaged or damaged on the move. There must be a good way to handle the goods in the store, but they are not properly followed. New products are stored outdoors before being moved to the warehouse to save space
- 2) **Forecasting method-** Supply chain management forecasting is when a supplier decides when to prepare a product and when to order it. The In-Store Moving Average Forecasting method is used to examine data points by creating a subset average series from complete data. Because they are based on historical averages, moving average forecasts do not take into account that current data may be a better indicator of the future and need to be given more weight. Also, seasonality and trends are not taken into account. Therefore, this method is ideal for inventory management of small quantities. The actual demand for products may be higher than the forecasted products, which may inconvenience your sub-business and may require you to procure urgent products.
- 3) **supply chain structure-** The definition of supply chain structure includes the suppliers of raw materials, components, and services that a company needs to manufacture products and sell them to intermediate or end-users. At the hospital, the indent is pulled from the substore to the main store, where the main store analyzes the required indents, creates a PR, and sends it to the purchasing department. The purchasing department re-analyzes the required indentation and contacts the supplier. .. This process takes time. In the case of emergency supplies for a side business, the same procedure must be followed, which may cause inconvenience to the side business.
- 4) **Distribution of the products-** The main goal of distribution management is to maintain a constant supply of medicines to the required facilities while ensuring that resources are used as effectively as possible. Distribution costs, including storage and transportation costs, are an important factor in the operating costs of public healthcare systems. Material distribution does not rely on good system design and management. Lack of a well-designed and well-managed distribution system. From time to time, they fail to maintain a constant supply of products and keep them in good condition through distribution.
- 5) **Proper follow up of logistic protocols-** Material handling is a broad concept in supply chain management. This is a basic process that involves various types of equipment and

activities that are either manual or semi-automatic / automatic. This material is intended for "Movement, Protection, Storage, and Management of Materials and Products in Manufacture, Storage, Distribution, Consumption, and Disposal." There are many moving parts in the warehouse. Poor material handling has widespread results. For better or for worse, it affects production flow, employee safety, and employee morale. Please refrain from using available handling aids as it will reduce the footprint and make it difficult to lift the product with proper stands, space and lighting.

- 6) **software management-** Supply chain management tools help proactively react to demand fluctuations and arising supply chain bottlenecks, optimize inventory costs, achieve on-time order delivery.

There should be use of software to define the racking and arrangement of the products. It is not present, so it increases the workload of the newly joined store in charge.

CHAPTER-5

RECOMMENDATIONS

Some of the recommendations and suggestions for effectively improving the Supply Chain Management of procuring medical, non-medical and general products in Sankara Eye Hospital are as follows-

- Materials in the warehouse should be kept in proper racks alphabetically with proper dosage form, for easy accessibility. High-risk and flammable materials should be stored separately, and a cautionary note should be pasted near that area.
- The present pharmacy is small, whereas the area of atleast 600-1000sq.ft. should be allotted to the pharmacy as per the guidelines of CDSCO.
- Every month, some products should be kept separately only for emergency purpose, and not to be dispensed regularly. This will help in emergency situations where the products get out-of-stock a day or two before the scheduled surgery.
- Proper equipment for handling some products should be used. Ex., Manual Pallet Trolley, Protective covers, and Safety equipment (heavy-duty sheets made of nylon, plastic, or tarpaulin). MHE should be operated only by well-trained staff. Some products such as acids and flammable products need extra caution while handling them, and proper safety measures must be taken to prevent any unforeseen accidents.
- It is possible to employ forecasting techniques like "Adaptive Smoothing." It makes a prediction using a number of different factors. It offers a more thorough look at changes over time and reveals unique trends. It involves automated technologies that record, gather, and aggregate data in real-time and concentrates on certain factors to make better judgments. It can produce precise predictions over a vast product library using automation.
- A software should be used which determines what product is placed at which location. This will help in finding the products much easily and is less time-consuming. Also, if a new person joins, they can easily identify the various products arranged in the stores.
- In case of emergency procurement of drugs and medical products, the Sub-Store should raise indent directly to the CPD, who will analyze it and contact the vendor. This will reduce the time taken for delivery of products.

CHAPTER-6

CONCLUSION

In case a robust supply chain and supply chain management are not in place, this study addresses some of the dangers that might arise in the regular functioning of Sankara Eye Hospital. Proper

communication among staff, physicians, patients, and material procurement is critical since hospital operations directly affect the patient's life, but it is not done properly owing to a lack of effective SCM. not.

Strategic supplier partnerships, customer relationships, and information exchange are excellent indicators of supply chain effectiveness (refer to Table 5). It should be highlighted that the supply chain performance cannot be produced by a supply chain strategy that is not integrated into supply chain management. The results of the study demonstrate the necessity of integrating supply chain management into supply chain management practices in order to achieve this.

The main advantages of the SCM are:

- Workflow optimized for different teams and stakeholders.
- Maintain strict inventory control to be commercially viable and readily available when needed.
- Reduce downtime and financial loss due to broken equipment, expired medicines, etc.
- Optimize device / drug costs by bulk or partial ordering based on consumption trends, and improve supplier management by digitizing all communications and tracking consumption.

It is important to identify and design all SCM processes and policies, but it is highly dependent on stakeholders. Therefore, we have to make repeated efforts to-

- Establish a safety culture
- Proper communication and teamwork during training
- Advanced equipment and suitable environment

To effectively managing the supply chain, organizations need to adopt appropriate supply chain strategies into supply management chain practices. Effective supply chain management is critical determinant to building and sustaining competitive advantage in the marketplace.

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