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## INDIAN FMCG SECTOR'S NEW WAYS OF HANDLING OPERATIONS AND SUPPLY CHAIN DURING LOCKDOWN

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### ABSTRACT

After the Covid-19 epidemic, a new age began; the whole globe was embracing new methods, but the pandemic pushed everyone to adapt quickly or face harsher repercussions. Following the emergence of Covid-19, a global lockdown was enforced, and every industry was scrambling to discover new methods to do trade. For a brief period, all activities were halted, including manufacturing and delivery of already manufactured products. The closure in India was much too abrupt, and businesses had little time to adapt, particularly FMCG (fast-moving consumer goods) firms, which faced a significant problem. The FMCG industry manufactures products in large quantities with extremely short shelf lives. As a result, the FMCG industry in India has to adapt some new strategies quickly to deal with these unpredictable conditions. These strategies are improving transparency and visibility, supply chain and the internet of things (IOT), and network agility strategy.

This study seeks to comprehend the impact of covid on the Indian FMCG industry, as well as the new concepts or methods used in addressing the difficulties caused by the pandemic.

**Keywords: FMCG Sector, Pandemic, Crisis Management, Impact, India Market**

### I. INTRODUCTION

#### Research background

Despite being one of last few countries in world to be contaminated with a coronavirus (COVID-19), the Indian

president said on March 24 that 1.3 billion Indians will be quarantined for 21 days in world's second-most populous country. It

was subsequently extended for another 15 days. It has led in the shutdown of industries, a disruption in the supply chain, and the relocation of millions. This follows the greatest economic downturn in a decade, which the government had been attempting to alleviate prior to COVID-19 outbreak. Euromonitor International forecasts that India's real GDP will decline in 2020 due to severity of COVID-19 issue [16].

### Research aim and objectives

The key aim of this study is to address the Indian FMCG sector's new ways of handling Operations and supply chains during Lockdown. The following research question is considered to meet the specific aim:

- To critically evaluate the Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown
- To explore the factors affecting the supply chain process during lock won Indian
- To recommend the FMCG sector's strategies for improving the supply chain process during lockdown

### Research questions

- What is the role of the Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown

- Which factors affecting the supply chain process during lock won Indian
- Which FMCG sector's strategies are used for improving the supply chain process during lockdown

### Dissertation structure

The research examines a course of action that will be used to conduct the study. The suggested research is performed with the assistance of the chapters listed below:

#### *Introduction:*

This is the study's first section. It contains a comprehensive research background title, associated issues, the framework of a study, the goal and objectives, the reason for study rationale, and an explanation for selecting research subject to suggested inquiry [4].

#### *Literature Review:*

This chapter is essential for this literature review since it is connected with the review of current literature that is produced with a comparable research subject and aids in creating a critical knowledge of the research issue efficiently. This chapter also aids in identifying research gaps, which offers direction for developing understanding in chosen study areas[20].

#### *Methodology:*

This study will use secondary and qualitative data collected from sources such as Mintel, Accenture, IBIS World, OECD,

and others that provide particular organizational statistics and data. Organizational reports, press stories, and statements released online will also be utilized to get the necessary information [16].

### ***Analysis and Findings:***

This section of the thesis is equally essential for the research since it contains the gathered data and represents the results of the research issues. Nonetheless, the results reported in this section are linked to the study issue and its goals [19].

### ***Conclusion:***

This is the last chapter, which is given in the form of a review to increase the efficacy of the research that has been conducted. Following that, readers are informed about the investigation research's potential ramifications and limits [17].

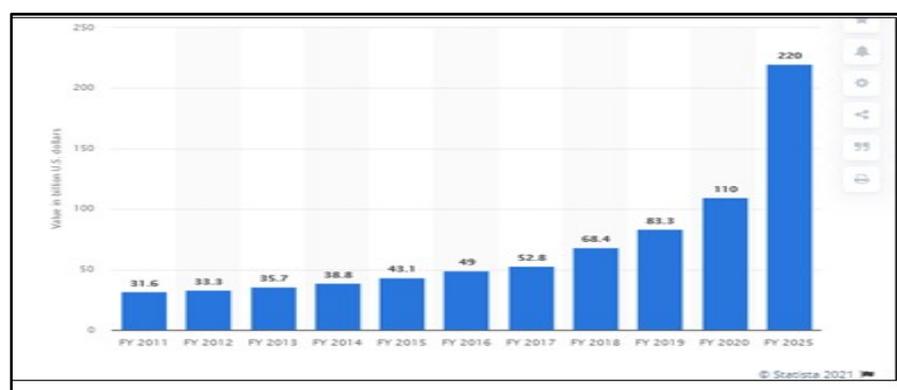
## **II. LITERATURE REVIEW**

**Critically evaluate the impact of the Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown**

The COVID-19 problems have devastated

the world economy, with the FMCG industry, which is also the fourth biggest in the country's economy, is among the most impacted. It is divided into three main segments: food and drinks (19%), healthcare (31%), and home and personal care (3%). The industry grew from 2, 20,852.4 cr. rupees (\$31.6 billion) in 2011 to 3, 68,669.75 cr. rupees (\$52.75 billion) in 2017-2018. It was also projected to increase at a compound annual growth rate (CAGR) of 27.86 percent by 2020, reaching 7, 24,759.3 cr. rupees (\$103.7 billion). That equates to a 9-10% increase in 2020. The Covid-19 epidemic has thrown the FMCG sector into disarray like none before. Despite producing and selling vital goods, FMCG businesses have had to react quickly to unusual difficulties with creative ways to preserve supply chains and guarantee customers can get their products during this lockdown time [14].

**The market size of fast-moving consumer goods in India from the financial year 2011 to 2018, with estimates until 2025**



(Source: 22)

In 2020, India's FMCG market was estimated to be worth 110 billion US dollars. The economy for rapidly moving consumer products has quadrupled since 2012. The market was projected to reach \$220 billion by 2025.

The COVID-19 epidemic has shown how susceptible long-distance supply networks have now become. At the same time, the pandemic, with all of its uncertainty and distress, has created possibilities for FMCG businesses to examine the whole supply chain and rethink it for tomorrow's requirements. Following an examination of the whole scenario, the key characteristics that characterize smart and powerful supply chain operations are speed, robustness, automation, cooperation, and adaptability.

### **Factors affecting FMCG sectors supply chain process during lockdown**

#### **Weak demand**

Demand has decreased across most sectors as a result of low consumer mood, job losses, and people deferring non-discretionary expenditures in favour of purchasing necessities. The limitations enforced to prevent viral transmission have had an impact on existing construction and other projects, resulting in a cascade effect on the supply chain of linked businesses. Restrictions on travel have had a significant effect on the transportation, tourist, hospitality, and aviation industries [3].

#### **Supply chain disruptions**

The restriction on the mobility of persons and non-essential products has had an impact on the supply chain, resulting in a scarcity of raw materials. The coronavirus epidemic in key raw material providing nations has hampered cross-border raw material transportation. Due to their reliance on a single supplier for the majority of their needs, sectors such as automobiles and healthcare are experiencing the effects of supply chain disturbances. Interruptions in the supply network have resulted in a prolonged product cycle and higher financial obligations [11].

#### **Meeting regulatory requirements:**

Due to labour scarcity and a cash crisis, the industries are having difficulty fulfilling different regulatory criteria such as license extension and payment of licensing fees for running their operations. Filing GST returns is also a difficult job for businesses [17].

#### **Workforce health and business:**

Sustaining the health of workers in the "New Normal" is a difficult job for businesses in the lack of appropriate standards. This is anticipated to exacerbate their liquidity crisis, and without government assistance, it will be impossible for many businesses to exist in the future [19].

#### **Recommended strategies for improving the supply chain process during**

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**lockdown****Improve transparency and visibility**

Retailers can fully evaluate issues and minimize harm when strategy, sourcing, layout, manufacturing, and logistics are all part of a single linked enterprise system. A digital supply chain system provides businesses to access a "single version of the truth." Operational calendars and exception administration are essential as businesses rush to adjust production plans when facilities close [19].

**Supply Chain and the Internet of Things (IOT)**

FMCG businesses must be positioned to utilize this data in their products and to offer it to their consumers. It might become important since the fast response will allow repair personnel to plan their routes and anticipate spare - parts consumption. Sensor gadgets will give information about their location and what is occurring in their surroundings. To guarantee company sustainability, leaders are using automation and robots to render their supply chains more independent, as well as adding providers in their domestic markets [13].

**Network Agility**

Responding swiftly to disturbance necessitates flexible ecosystems of partners

and suppliers capable of handling unexpected shortages or even producing new goods. This entails establishing alternate production locations and assembly nodes, as well as using Industry 4.0 technologies to save costs, enhance network visibility, and speed response times. Leaders provide customized solutions for each element of supply chains to improve performance and reduce costs. Those that rely on offshore production bring some output in-house or closer to their main markets [13].

**III. METHODOLOGY****Introduction**

The research methodology section of the thesis is essential for identifying the critical methods, procedures, and approaches that are acknowledged for addressing the research issues, as well as explaining the research methodologies that are being chosen for the present study purposes. In this regard, the research onion framework proposed by Saunders *et al*, (2003) has been extensively described for explaining and justifying the chosen research methods and strategies about the Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown [23].

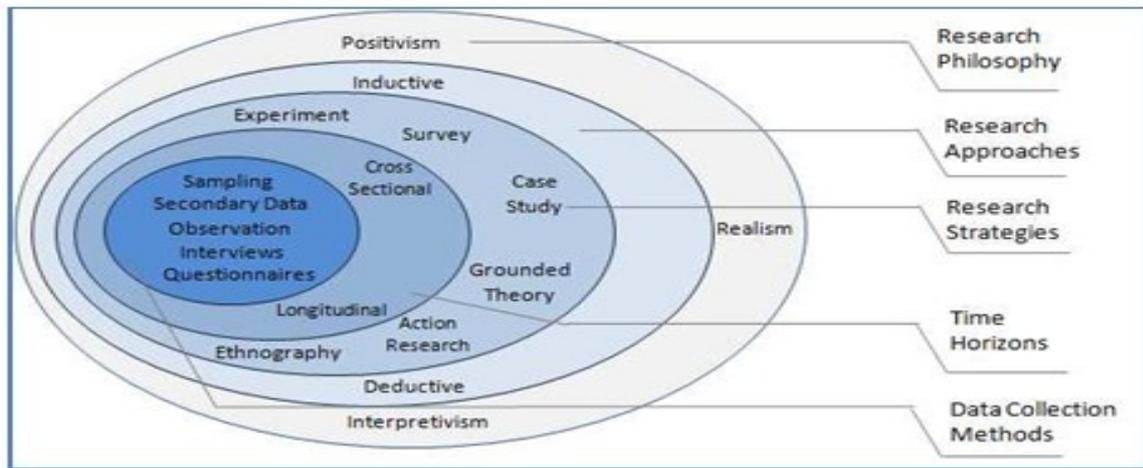


Figure 1: Research onion framework

According to the onion framework, the research onion framework includes seven steps that are needed to carry out a research process to cover all of the important elements that are required to improve the effectiveness of the research study regarding Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown [12].

### Research Philosophy

According to the onion framework, three research strategies are identified such as interpretivism, positivism, and realism, however, interpretivism philosophy has been chosen due to its appropriateness for the present study idea. It is very useful for correctly gathering information and establishing subjective comprehension about Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown [24].

The interpretivism philosophy also aided the investigator in analysing the Indian FMCG sector's new ways of handling

Operations and supply chain during Lockdown. The main reason for choosing this philosophy is to get a thorough understanding of the idea, such as which ways can handle Operations and supply chain during Lockdown in Indian FMCG sector.

### Research Design

The completed research project has an exploratory aim since it is being performed to investigate Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown. The experimental objective is more suitable with the research idea since the primary goal of this study is to address the research issue because the Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown is very unique and distinct from other accessible strategies [8]. This is because new ways of handling Operations and supply chain during Lockdown are seen as very essential inside Indian FMCG sector in terms of handling

Operations and supply chain during Lockdown. As a result, the present study's aim is not descriptive since it will not depict the characteristics of the person or event. Similarly, it is not descriptive since it makes no generalizations in terms of establishing the connection between the many study variables [21]. According to this debate, the exploratory objective is more suitable since it focuses on investigating Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown.

The following techniques and strategies are being explored for study design based on the research objective:

### **Data Collection and Data Analysis**

The knowledge for the data collecting technique is established in this part, while the chosen data collection method for achieving the study goals is described below:

#### **Data collection**

Information is collected using two techniques: primary and secondary sources and the choice of data collecting technique is heavily affected by three main limitations: time, accessibility, and cost [18]. The primary data is collected by the investigator himself/herself by concentrating on the particular study goal and being engaged in the data collecting process by utilizing experiment, observation, or by becoming involved in

the interaction and contact with the participants in the study. Aside from that, secondary data is information gathered by others and derived from previously published data. This kind of information is gathered via investigation on the many databases and sources that are accessible. However, it is shown to be less efficient while attaining a greater level of reliability and validity [2].

The investigator has gathered secondary data for the present study while taking into account several limitations such as time, cost, accessibility, and the nature of the study. Numerous databases were scanned for secondary data using specific keywords such as FMCG Sector, Pandemic, Crisis Management, Impact, India Market, which were efficient in finding several materials in the presence of journals, books, PDFs, articles, organizational reports, magazines, government reports, and industry reports, to name a few. The significance of training and development methods and their effect on organizational goals were acquired through secondary information in the form of text that was analysed in detail, and it also provided an opportunity to express the many perspectives and thoughts connected to the study issue. To address the problem of relevance and authenticity, genuine sources were used to gather data [1]. In this manner, the university's online site and Google Scholar were chosen. These were

useful in obtaining study results by using genuine sources to substantially solve the research issue.

### **Data Analysis Process**

The present research is qualitative hence it relies on secondary information. The investigator chose the theme analysis technique in this way, taking into account the study design and data [15]. The main reason for choosing this technique is its appropriateness for classifying secondary information into major elements and then explaining and evaluating those procured elements against the established research study within the present study to investigate to what extent the study results are consistent with the theories and concepts that are being developed following the current study. Thematic analysis was also useful in integrating a large quantity of secondary material and concluding with some significant results related to the Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown. Thematic analysis is also useful for representing creative ideas and thoughts concerning the research issue and for providing research results that are critical for resolving the research challenge [9].

### **Ethical Consideration**

Since the present study is based on a qualitative approach and secondary data, ethical issues such as plagiarism, copyright,

and academic misconduct may arise. In this way, the investigator has focused his/her attention on resolving ethical problems by using only genuine secondary sources and properly acknowledging the utilized material to give recognition to the chosen sources for the information selected from it. Furthermore, the information in the study is provided following the University's ethical standards as well as an academic procedure, which is also helpful in mitigating the copyright infringement, plagiarism, and data manipulation issues properly [10]. Based on the above discussion, the chosen methodologies and methods undertaken in the research can be summarized as below:

- Interpretivism research philosophy
- Inductive research approach
- Case study strategy
- Qualitative secondary data

## **IV. FINDINGS AND RESULT**

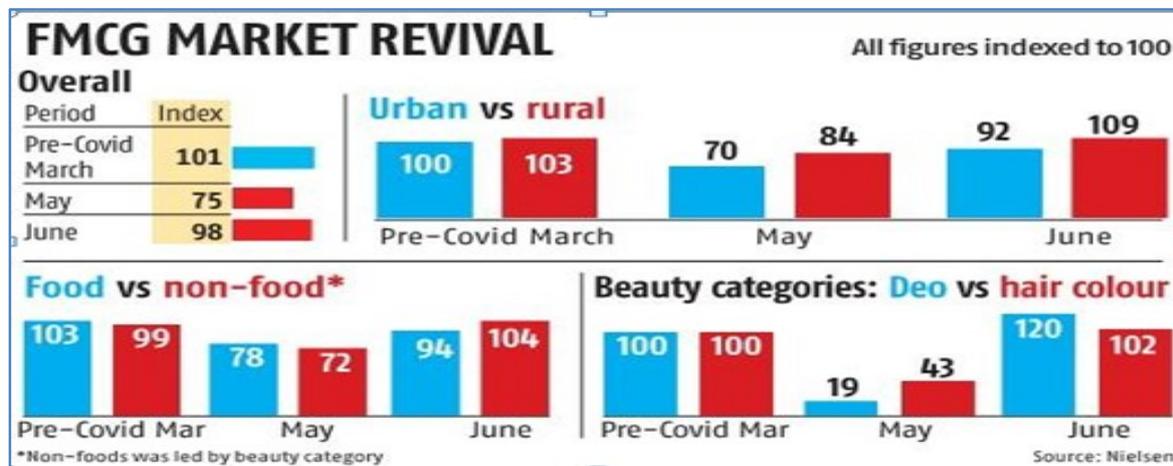
### **Impact of Indian FMCG sector's new ways of handling Operations and supply chain during Lockdown**

#### **Article 1: India's FMCG recovery in June to pre-Covid level**

“The original focus of the lockdown was primarily on storing critical products,” Basu said. “As the nation entered the unlocked phase in June, non-essential facilities started to become available. At the same time, customers sought to break away

from their limited way of life, eager to get their hands on goods they had missed out on throughout the lockdown. This is why

Chart 1:



(Source: [18])

While collecting behaviour usually does not continue long, Basu believes the increase in the beauty sector bodes well for the entire FMCG industry. "Not everything is in a slump," he added. "At a time when customers are careful about their purchasing basket, it is encouraging to see that there is significant expenditure outside of daily-use goods. We're keeping a careful eye on this trend" he said. However, most analysts predict that the fiscal year 2020-21 (FY21) would be difficult for companies in general. On Thursday, rating agency ICRA raised its estimate for the country's GDP decline in FY21 to 9.5% from 5% before, citing local lockdowns as a factor affecting restoration. Basu said that the effect of these localized lockdowns will be minimal, echoing what other brokerage firms such as Motilal Oswal and Sharekhan have stated

there has been a rise in the beauty sector," Basu said [18].

in previous reports. "Local lockdowns are more common in large cities. Since of yet, the effect will be confined to these locations, as lockdowns have not spread to minor towns and cities [18].

However, as the illness spreads, we must monitor the effect on business "According to Basu. India has surpassed one million Covid-19 instances and is now the world's third most afflicted nation, behind only the United States and Brazil. According to a Nielsen poll conducted in June, customers remain pessimistic about traveling, eating out, and investing in luxury goods, preferring to engage in these interests once the health issue has subsided. Looking and feeling good is important in the cosmetics category, leading categories such as fragrances to increase to 120 from 19 in May. In March, the temperature remained

steady at 100 degrees. Hair colour, on the other hand, increased to 102 in June from 43 in May and 100 in March. Skincare is at 82 in June, compared to 48 in May and 87 in March [18].

### **Article 2: FMCG recovery likely in 2020; Nielsen, CRISIL predict double-digit growth**

As per Nielsen, India's Rs 4-trillion FMCG industry is projected to increase 10% in the calendar year 2020. (CY20). It is expected to increase by 8-9 percent in the same quarter. This will be a considerable increase over the previous quarter when the market expanded by 6.6%, the worst rate in recent years. CRISIL, based on an analysis of 57 FMCG companies, which constitute about half of the industry, predicts a rebound in March-April. The FMCG market may increase by 10-11 percent during the fiscal year 2020-21 (FY21), with the packaged foods industry increasing by 11-12 percent in 2020-21. The packaged goods sector accounted for about half of FMCG sales [5].

“In the next fiscal year, increase in rural FMCG turnover would rebound to 11-12 percent from a low of around 8-9 percent in 2019-20, owing mainly to higher agricultural GDP growth.” Furthermore, increased government investment in rural infrastructure may boost rural earnings and, as a result, demand for FMCG goods. Meanwhile, increase in urban FMCG sales

is projected to remain stable at 8%, as development and volume of major retailers continue improving,” said Anuj Sethi, senior director at CRISIL Ratings. Personal and home care, which contributes to one-third of FMCG sales, is expected to increase 8-9 percent in FY21, up from 6-7 percent in FY20 [5].

The downturn in the rural sector was a significant source of concern for most FMCG firms in CY19. Volume growth slowed from approximately 16% in the September 2018 quarter to 2.1 percent in the December 2019 quarter, bringing total FMCG revenue growth down to 3.5%. Sales volume in the rural market fell to 5% in the fiscal year 2019 (from 13% in the fiscal year 2018). However, India's GDP growth rate dropped to 4.5% in the September 2019 quarter, down from 8.1% in March 2018. The International Monetary Fund (IMF) has reduced its GDP growth projection for India for FY20 to 4.8% from 6.1% in October. Nielsen noted that, although macroeconomic conditions remain unfavourable, FMCG growth seemed to be stabilizing in the fourth quarter of the fiscal year 2019. Better marketing on the e-commerce sector, due to significant discounts and appealing customer programs provided by online merchants, helped FMCG sales rise by 7.3% during the October-December quarter — a 90 basis point increase above its growth rate in conventional trade [6].

Chart 2:



### FMCG firms have recovered successfully due to restructured supply chains and adigital-first strategy: ETILC Members

Enough has altered in the FMCG sector in the past 6-8 months. Following the initial shock of the March 2020 shutdown, revenues increased in the second and third quarters. As per Bizom, a sales automation company, overall sales by value increased by 17% in the third quarter. For the first two months of the lockdown, distribution network and production restrictions had a toll on the industry, but players were able to adapt effectively via digitalization, e-commerce sales, and other means [6].

### Supply Chain Agility

The supply chain has seen many twitches in the last year. Many products' demand was erratic. While the short-term need for certain goods rose dramatically, it declined dramatically for others. Lockdowns delayed or stopped the physical movement of goods throughout the nation for a few weeks, requiring all parties to collaborate

extensively with local and state governments until critical commodities could travel freely [6].

There was a great deal of unpredictability, such as the possibility of a warehouse being inaccessible due to an illness or a supplier losing business. Organizations, according to a McKinsey study, have had to streamline their products to improve their and the store's supply chains. Companies have assigned inadequate inventory to consumers to create a win-win scenario, addressed falling service standards with associates, and reduced end-to-end costs to serve. The emphasis has been on expediting new supplier approval procedures, increasing supply consistency, availability of raw materials, alternative sourcing strategy, flexible and mobile holding, and redesigning last-mile distribution [6].

Most FMCG companies are adopting a more fragmented and localized strategy to get closer to the consumer. "To guarantee stability, we are also striving for greater localized and diversity to avoid disruptions in critical raw material supply," says Mohit Anand, MD of Kellogg South Asia. Kellogg India currently manufactures 95 percent of its goods in India [6].

## V. DISCUSSION

This information was supported by the favour of [3], as it was illustrated that Demand has decreased across most sectors as a result of low consumer mood, job

losses, and people deferring non-discretionary expenditures in favour of purchasing necessities. The limitations enforced to prevent viral transmission have had an impact on existing construction and other projects, resulting in a cascade effect on the supply chain of linked businesses. Restrictions on travel have had a significant effect on the transportation, tourist, hospitality, and aviation industries.

This information was supported by the opinion of [13] examined that FMCG businesses must be positioned to utilize this data in their products and to offer it to their consumers. It might become important since the fast response will allow repair personnel to plan their routes and anticipate spare - parts consumption. Sensor gadgets will give information about their location and what is occurring in their surroundings. To guarantee company sustainability, leaders are using automation and robots to render their supply chains more independent, as well as adding providers in their domestic markets.

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occurring in their surroundings. To guarantee company sustainability, leaders are using automation and robots to render their supply chains more independent, as well as adding providers in their domestic markets.

## VI. CONCLUSION

With respect to the whole discussion, it can be concluded that the Indian FMCG sectors have used many new ways of handling Operations and supply chains during Lockdown. It can also be illustrated that the COVID-19 problems have devastated the world economy, with the FMCG industry, which is also the fourth biggest in the country's economy, is among the most impacted. It is divided into three main segments: food and drinks (19%), healthcare (31%), and home and personal care (3%). It is also examined by the data in 2020, India's FMCG market was estimated to be worth 110 billion US dollars. The economy for rapidly moving consumer products has quadrupled since 2012. The market was projected to reach \$220 billion by 2025. It can also be concluded that demand has decreased across most sectors as a result of low consumer mood, job losses, and people deferring non-discretionary expenditures in favour of purchasing necessities.

## VII. RECOMMENDATION

### Creativity

It has never been quite critical than right now. Despite the increased production constraints, we must discover fresh and innovative methods to engage with our viewers. This includes the continuing significance of product development [17].

### Power of promotion

Indian consumers have grown extremely used to looking for pricing and discounts, both offline and online. As we enter a severe recession, frugal purchasing abilities will be put to use even more.

The pandemic's impact has been enormous, and it will remain to resonate for years to come. However, as brand protectors, we rely on our experience and expertise to make sound choices. The basics are called that for a reason, and they will serve brands well in the coming difficult times. So, maintain your approach consistent while being open to changing your methods [7].

### Enhancing supply

The administration should remove

restrictions on non-hotspot regions to facilitate industry development. Reducing limitations on the mobility of persons and products, logistics, and allowing for longer working hours would assist companies to enhance their supply chains and raw material sources [7]. The management should prioritize classifying important players within every sector is important (raw materials suppliers, buyers, technology providers, and logistics providers) and developing a comprehensive database channel for each grouping to facilitate collaboration opportunities to improve the availability of raw materials in the nation [25]. Immediate release of products stranded at ports will improve availability even more. The administration should make it easier not just to conduct business, but also to restart, diversify, and grow. It should also set up helpdesks and an online portal to bridge the information asymmetries between suppliers, purchasers, and logistics service operators [19].

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