

**IMPACT OF COVID-19 ON THE GLOBAL SUPPLY CHAIN
IN HEALTH AND BEAUTY INDUSTRY IN UK**

Abstract

Impact of COVID-19 pandemic has created various negative as well as positive effects on health and Beauty sector of United Kingdom. COVID-19 outbreak has shaken overall commercial market of cosmetics products in a global as well as UK's perspective. Overall, sales volume of this particular sector has dropped down at a significant margin. However, it has been seen from this discussion that, many companies have shifted their manufacturing unit from branded cosmetic products to sanitizers and cleaning agents in order to sustain market. This particular research paper has focuses on insights of the impact of COVID-19 in this cosmetic industry and global supply chain system. This research paper has also focus on re-structuring of healthcare sectors of United Kingdom with the help of NHS and their impact on citizens of this country. However, it has been seen from the discussion that, in various circumstances NHS was unable to serve non-COVID patients due to this pandemic and this has created a huge negative effect on UK's social perspectives.

In the introduction chapter, a comprehensive rationale for this study is given followed by identifying the problem statement that ultimately indicated that sustainability in supply chain is a serious concern for retailers and manufacturers belonging to this industry. In literature review chapter, different variables relative to this study topic is identified followed by their involvement in retail supply chain management. In methodology section, different methodological assumptions particularly suitable to conduct this research is mentioned. In findings chapter, different themes have been created considering the variables relative to this topic. In discussion chapter, a brief account of strategies that could be effective for supply chain sustainability and resilience for manufacturers and retailers within this industry is provided.

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CHAPTER 1: INTRODUCTION

1.0 Introduction

COVID-19 pandemic has tremendously interrupted supply chain for various product lines around the globe. When supply chain resiliency is a true metric to survive sustainably, competitively, as well as with profitability, disruption in this area is hampering business prospects heavily for both large and small organisations, while compelling business owners to think differently to overcome similar challenges relative to efficient supply chain management (SCM). Global supply chains of beauty and health care products in UK are also massively interrupted during this global pandemic.

While extremely health conscious population of UK perceives beauty and personal care products as essential, retailers who are supposed to be an indispensable part of this supply chain are really struggling to get an uninterrupted supply of products and maintain a smooth delivery of the same to end-users. Considering similar facts, purposes of this research are identifying how COVID-19 pandemic has affected supply chains and what can be done in future to overcome SCM challenges towards ensuring long-term supply chain resilience.

1.1 Problem Statement

COVID-19 is triggering a considerable change to the world of beauty and healthcare manufacturing and retailing industry. Much of this is attributed to forceful changes to supply chain framework. This can be evidenced through generalised survey findings conducted by Institute of Supply Management (ISM). First-round results of this survey have revealed Novel Coronavirus' supply chain effects. Notably, near about 75% of survey participants, including chief procurement officers, emerging supply chain practitioners, experienced supply chain practitioners and supply chain managers of various manufacturing and non-manufacturing companies reported that coronavirus-related transportation restrictions have generously invited disruptions to their supply chain capacities to a certain extent. Nearly 80% of respondents held a firm belief that their organisation would experience impact at a considerable level owing to supply chain disruptions triggered by COVID pandemic (prnewswire.com, 2020).

A quite similar situation is observable with beauty and personal care products industry where COVID-19 crisis has shocked the global beauty industry in various aspects. A study involving global cosmetic industry has revealed that, whilst improvement in current lifestyle along with rising average disposable household income coupled with rising concerns regarding do-it-yourself beauty were main fuelling factors to support growth of market before

COVID-19 outbreak. Sudden outbreak of COVID-19 disease since January 2020 has been able to pose a halt to this growth prospect with declined performance (Chowdhury *et al.* 2020). In UK, due to ongoing lockdown situation, beauty and healthcare product manufacturers have to shut down their production units owing to labour shortage. Whether the segment is categorised as hair care, skincare, toiletries, make-up, or oral cosmetics, almost all segments have been forced to experience a similar downfall in sales during outbreak (mckinsey.com, 2020). While owing to declined production rate, cosmetic manufacturers have to cut down their workforce, such a decision has also responded to halted factory work, most aggressively to those companies that have outsourced their manufacturing works.

Now, when concern is exploring how pandemic has been able to impact personal care and cosmetics manufacturing and retailing industry of UK, a dramatic change in this industry from suppliers to production to consumers is visible. Related distribution channels were and continue to be brutally disrupted. Specifically luxury beauty and healthcare brands, for which selective travel and distribution retail represent main sales channels, were found to be particularly affected (Sharma *et al.* 2020). Overall production systems were hit by lack of supply of raw materials. However, one cannot deny that variations in consumption were largely imposed by sudden shutdown of manufacturing units. These when coupled with restrictions on production and travel, manufacturers feel forced to introduce temporary interruptions in their factory operations (knowledge.wharton.upenn.edu, 2020). In this question, a major question for beauty and healthcare product manufacturers/retailers operating in UK is how to introduce resilience across the supply chain network so that changing customers' demands during, and even after pandemic can effectively be controlled.

1.2 Background of Research

The year 2020 is turning out to be a year of extreme economical, political, and social upheaval owing to looming threat imposed by COVID-19 pandemic. Likewise other industries, the global beauty and personal care industry has also observed colossal changes duly intervened by struggling global supply chain systems relative to this industry. In a scramble, in order to minimise losses as much as possible while keeping shareholders happier, major manufacturers and retailers have either postponed or cancelled billions of dollars of orders, including those that have already been produced and ready to ship. Such a tremendous situation has further invited grave effects further down supply chain network

(forbes.com, 2020). Particularly in UK, such a grave supply chain scenario has forced most of suppliers attached with beauty and health care products to either suspend or lay off numerous factory workers, mostly without pay and severance. No wonder, both suppliers and workers are forcefully finding them in a highly perilous and vulnerable position.

In this relevance, background of this study roots to overwhelming impact of COVID-19 pandemic that puts grave effects on the supply chain system associated with UK's beauty and health industry. While not having enough workers put questions to production capacity, export bans put in place by many countries have aggravated this situation many folds for beauty and personal care product manufacturers (Golan, Jernegan and Linkov, 2020). In this respect, over-resilience of UK-based beauty and cosmetics brands on offshore manufacturing for essential products and raw materials may also be blamed to put question on supply chain resiliency. At same time, trucking bottlenecks and port checkpoints have slowed down timely deliveries of critical supplies (supplychainquarterly.com, 2021). Nevertheless, pandemic has catered to such a social crisis situation that, in turn, has triggered panic buying and stock piling of critical supplies further leading to shortages for those supply chain areas that truly demand products.

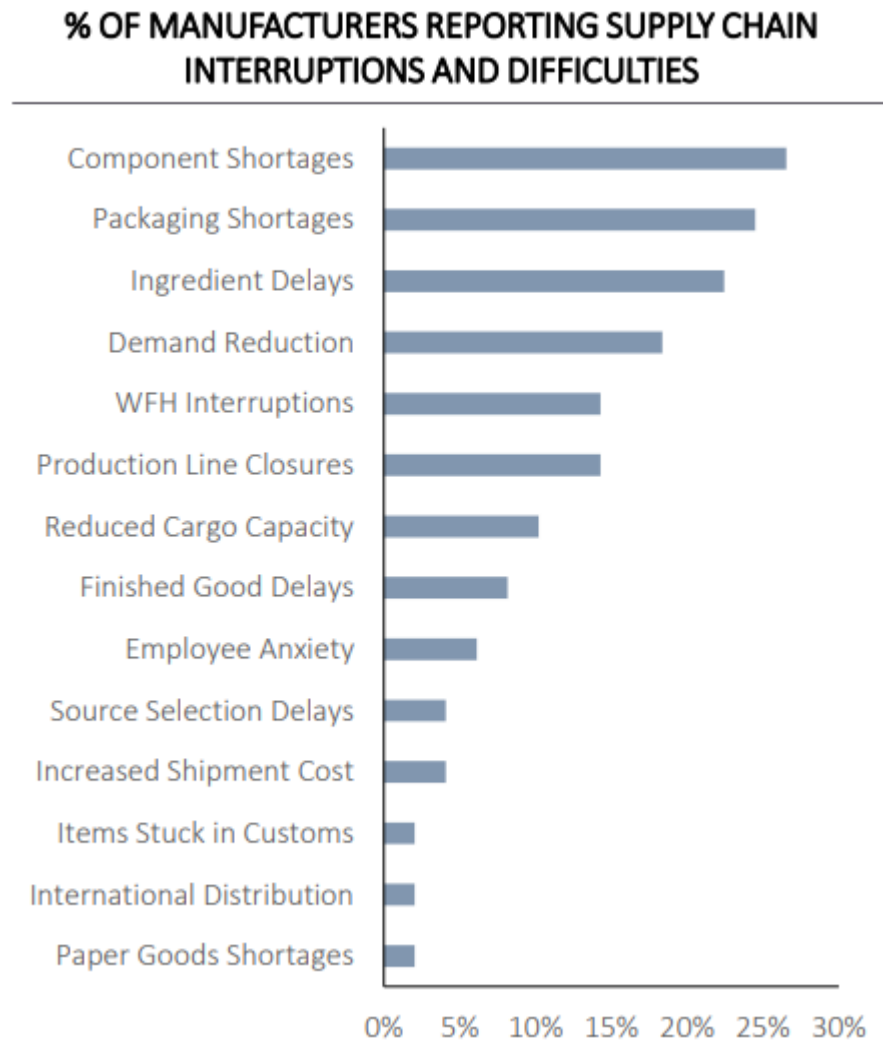


Figure 1: factors responding to supply chain interruptions and difficulties

(Source: content.rwbaird.com, 2020)

In this aspect, it is estimated that disruptive effect of this pandemic on global supply chains would have a long tail. In reality, problems within supply chains are so sticky that these are taking their times to get resolved. Thus, a long road to recovery is quite common when a problem is associated with a global supply chain system (knowledge.wharton.upenn.edu, 2020). Even if there is sufficient production availability, delays in getting products to consumers is found to be commonplace. However, capability of a global supply chain to get a considerable recovery from COVID-19 fallout is highly possible. Specifically to say, the beauty and healthcare industry is eligible in this respect if the proprietors invest considerably in redundancies towards absorbing risks relative to supply chain shocks.

Reality is that COVID-19 pandemic has been able to enlighten weaknesses and cracks in beauty and personal care supply chains. Proprietors within this industry can really embark on

several strategies towards mitigating supply chain disruptions at time of major emergencies, however, without incurring exorbitant costs. Possibility also lies in changes in product demand in context of looming threat to personal health and wellness posed by COVID-19 disease. Considerable investment in supply chain risk mitigation can provide ample scopes for supply chain managers to bounce back comparatively faster than other industry representatives (Karmaker *et al.* 2021). Indeed, economic magnitude of COVID-19 pandemic on UK retailers and manufacturers of beauty and personal care items will be far greater than expected. However, there are adequate signs that beauty industry of this country may prove itself relatively resilient due to inherent strength of the supply chain components to fight back. Requirements will be finding appropriate ways to fight back via incorporating new supply chain management measures.

1.3 Research Aim

Primary aim of this project is assessing overwhelming impact of COVID-19 on global supply chain of health and beauty industry of UK. In this respect, this research is subjective to get a comprehensive perspective of financial impact of COVID-19 outbreak on global supply chain relative to beauty and health industry of UK. Accordingly, further aim of this research is adopting some methodological approaches to get appropriate and relevant data, analysis of which can inform actual pain points in managing supply chain resilience, while formulating suggestions regarding how to overcome these supply chain challenges for health and beauty industry of UK.

1.4 Research Objectives

Achieving following objectives are fundamental to this research:

- To analyse financial impact of COVID-19 on beauty and health industry of UK
- To evaluate impact of pandemic in UK supply chain beauty and health industry
- To understand responsible factors in changing condition of global supply chain in UK due to COVID-19
- To recommend different approaches for enhancing global supply chain efficiency in UK after COVID-19

1.5 Research questions

This research paper has successfully addresses following research questions:

- What is overall impact of COVID-19 on beauty and health industry of UK?
- What impact of COVID-19 pandemic can be seen on efficiency of supply chain related to UK's beauty and healthcare product manufacturing industry?

- Which factors, triggered by COVID-19 pandemic, have contributed negatively to global supply chain resiliency of this industry?
- Post-COVID pandemic, what could be most effective strategic approaches for enhancing global supply chain efficiency for this specific industry of UK?

1.6 Rationale of Research

COVID-19 pandemic is supposed to be an extraordinary event showing its extreme ability to impact every nation, business, and supply chain on this planet. Irrespective of industry type or size, pandemic has left production and selling systems in acute crisis, particularly showing evidence regarding critical item supply chains being interrupted. This pandemic has exposed different major supply chain vulnerabilities and when concern is beauty industry of UK, pandemic is being able to expose the tail of the weak supply chain network. It is an obvious fact that supply chain disruptions can be resultant of various events, including supplier bankruptcy, natural disasters, terrorism or acts of war, cyber-attacks, labour disputes, and so on. What is really different in case of COVID-19 pandemic is the level of economic uncertainty it has brought with it (de Sousa Jabbouret *al.* 2020). Such level of uncertainty coupled with length of disruption has now been dispersed across all geographic areas. What is really concerning is that unlike most other disruptions, the COVID-19 pandemic has shown its ability not only to affect supply, but also to impact differently demands for services/products.

Notwithstanding, sustainable supply chain management is a true requisite to survive potentially within a highly competitive industry. UK's beauty and healthcare product industry being one of the profit-oriented industries based on global profitability and competitive outlook, coming up strongly in response to this crisis situation is a true requirement. Although stabilising supply chains via conducting periodical risk assessments, or implementing business continuity plans, making new products depending on existing resources, and/or diversifying product portfolio towards responding to changing consumer demands may work temporarily to get out of this crisis situation, some long-term strategic directions need to be identified (Zhu, Chou and Tsai, 2020). Rationale of this research therefore lies in helping UK beauty product retailers and manufacturers to find proper ways to strengthen and stabilise supply chain systems for future. If not addressed respective supply chain issues immediately, the situation may go beyond control with simultaneously giving

invitation to further perils to sustainability prospects and overall long-term profitability of this industry.

1.7 Significance of Research

Evidently, COVID-19 outbreak has brought in substantial negative impacts on both public health issues and other economic activities (likewise flow of commercial supply chain). Results can be seen through tremendous slowing down of economic growth. According to World Bank report, global economy will contract up to 5.2% (Chowdhury *et al.* 2020). In order to deal with this confronting situation, policymakers across the industries are trying out their level best to find appropriate solutions towards minimising impact on commercial supply chains. Academicians are researching how to get recovery from this loss supply chains are facing. In fact, current pandemic is extraordinary in terms of severity of supply chain disruptions on respective operations. Managing these disruptions as well as ensuring supply chain resilience is highly relevant in this situation to gain competitive advantages.

As per concern is UK's beauty and health industry, both retail and manufacturing supply chains are severely affected by the current pandemic. Indeed, retailers are supposed to be key partners in a supply chain network as they are directly involved in meeting customers' changing demand. Although various researches can be found towards addressing resiliency of manufacturing supply chain, only a limited research paper can be found having focused on retailer's interests considering COVID-19 outbreak. Proper management of retail supply chain towards ensuring holistic resilience is extremely important in this specific situation as general consumers may panic if beauty and personal care products are not available in UK market (Schatterman, Woodhouse and Terino, 2020).

Satisfactory performance of retail supply chain is more important for beauty and healthcare products as consumers perceive these products as integral parts of their lifestyle. Regarding these, this research paper has first tried to identify challenges created by COVID-19 pandemic that, in effect, contributed to major supply chain interruptions. In addition, this paper has been involved in assessing which particular strategies could help the companies towards mitigating supply chain disruptions at time of emergencies without incurring any major exorbitant cost.

1.8 Structure of Dissertation



1.9 Summary

It can be summarised from above discussion that COVID-19 is such a global phenomenon that has grown tremendously to its ability to invite perils to supply chain operations. Likewise other industries, UK's beauty and health industry is also a victim of this situation as COVID-19 pandemic has put its bad efforts to make situation progressively complex for affording a sustainable supply chain framework. It is therefore a high time for the industry-level policy makers, suppliers, and proprietors to put collective efforts to fight back strongly via developing suitable supply chain strategies.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

From literature search, it is evident that COVID-19 pandemic has hit all industries and also, all segments of an industry massively. Commercial service sectors such as the beauty industry are tremendously exposed to this grave situation as normalised effects of pandemic has created serious disturbances to normal functioning of supply chain activities. In this situation, academicians are doing research to find out realistic solutions to cope with this situation, while making industry-specific supply chain systems more strengthened and organised towards managing long-term positive outcomes. In this section, a literature review has been conducted on impact of pandemic outbreak on supply chain resilience, particularly taking into account resilience of the supply chain relative to UK's beauty and health industry. Based on the findings being derived from this current literature review, knowledge gaps have been identified in later phases to highlight actual contribution of this study.

2.1 Global crisis and response to COVID-19 pandemic

In this dynamic and interconnected digital information age, proprietors of global companies are required to monitor external and internal contexts, as well as relevant key issues that may affect their abilities to deliver quality service/products and satisfy their key stakeholders. Consequently, they need to act timely and effectively so that sustainability measures can be improved and enduring success can be achieved. Wieland (2021) has emphasised need for a robust open organisational system approach, further considering environmental influence and simultaneously gave importance to adopting a dynamic perspective in order to ensure organisational survival and success. In this context, it is also emphasised that a crisis situation can put future of an organisation at considerable risk and at the same time, demand urgent and compelling actions towards responding promptly to newer environmental challenges. In fact, in a crisis situation with a higher degree of ambiguity, along with potentially adverse severe outcomes, newer approaches are required from an organisation for ensuring its long-term survival.

Present COVID-19 pandemic is a global health crisis. This unpredictable global event with severe consequences has been able to prove its fatality much more than previous similar events, likewise, outbreak of SARS epidemic in 2003 and Ebola epidemic in 2014. Reportedly, more than 27,800,000 people have been reported with COVID-19 infection worldwide from which it can easily be realised that how aggressive COVID-19 global pandemic is to disrupt the global trade value chain with a much higher potential to invite

adverse outcomes. Fonseca and Azevedo (2020) have forwarded supporting evidence against this fact according to which US economy has contracted at an annualised rate of 4.8% in 1st quarter of FY2020. For US economy, this isn't recorded as most substantial decline since worldwide financial crisis in 2007-08. In a similar context, 19 member states of Euro zone had experienced a real GDP fall at an annualised rate of 14.4%. Business sectors that have been hit tremendously by this global event and its immediate adverse implication in form of supply-demand shortages are transportation, tourism, oil, gas, metals, mining, manufacturing and retailing. All are susceptible to complex supply chain functioning, especially manufacturing and retailing.

2.2 Concept of Supply Chain Management

Supply chain management or SCM is recognised as collective actions that require active engagement of supply chain professionals in managing diverse supply chain activities. As opined by Koberg and Longoni (2019), absolute relevance of SCM is maximising customer value chain, while enhancing business sustenance with respect to competitive advantage gaining. According to this scholar, SCM is a specific discipline under procurement processes by which an organisation can effectively cover individual aspects of business dynamics. Whether it is product development or logistics operations, existence of SCM is everywhere. In this specific agreement, it can be argued that SCM initiatives have to be able to effectively cover up information system management towards coordinating different supply chain activities.

As pointed out by Pettit, Croxton and Fiksel (2019), concept of SCM is duly associated with two internal agreements, namely, information flows and physical flows. While considerations regarding physical flows are crucial in context of strategic supply chain management as this involves movement and transformation of goods and service materials across supply chain components, information flows respond to accommodation of different supply chain elements under a single roof. As a result, long-term plans being executed by supply chain partners residing under a specific supply chain framework can better coordinate. As mentioned by these scholars, when an organisation adopts such an approach, automatically it will become much better in controlling their day-to-day supply chain activities. In this way, creation of advocacy is very possible to justify up-and-down flow of goods/service materials across supply chain channels being developed by an organisation.

2.3 Concept of Supply Resilience

Previous research has come down to an inference that disruption in supply chains is inevitable. In this regard, Fonseca and Azevedo (2020) has conveyed that when a disrupted or more specifically, disturbed supply chain system is being able to revert back to its previous established state, it can be called as resilient. As opined by these researchers, it is a resilient supply chain system that can perform operations, even during unprecedented events. Besides this, belief is that resilience also points to a fact that a resilient supply chain system is capable of getting quick recovery and coming back quite quickly to its previous normalised state. Chowdhury *et al.* (2020) have supported above facts and further defined supply resilience as the ability of a system towards moving to a new, more desirable state and/or returning to its previous original state after being disturbed due to some challenges incorporated internally or externally.

In general, it is assumed that if an enterprise is being capable of enduring, adjusting and growing, even in a turbulent environment, it can be termed as a resilient one. In a similar consideration, characteristic of a specific supply chain system is efficiency, cohesion and adaptability. As mentioned by Ivanov (2020), two primary approaches to make a supply chain resilient are proactive and reactive. Reduction in risk probability can be considered as a proactive characteristic, although in reality such characteristic is much associated to disruptions and risks. Through proactive measures, only operational risks can be controlled. As such, supply side disruptions can be originated from external sources. These are uncontrollable in general can be categorised under reactive measures. Overall, it can be stated that supply resilience can contribute to resilience of an organisation, while making an organisation better to develop a sustainable supply chain network (Belhadi *et al.* 2021).

2.4 Theories and Models

Materials logistics management

Management of materials logistics within business organisations include process of collecting raw materials using parts of suppliers to complete production process. At the end of a process to manufacture products, organisations deal with customers. This method of managing supply chain includes factors such as planning and sourcing that helps companies to complete tasks of stocking and production. However, distribution of physical materials is the last part of a business that completes tasks of managing a third-party supply chain to gain advantages regarding shipping, fulfilment, and warehousing (Waters, 2019). It has been identified that companies using third parties to manage materials logistics often face issues regarding

creating final product. However, aggregating costs can be slowed by using a third-party supply chain to manage multiple businesses simultaneously.

Material Requirements Planning

Planning material requirements is another crucial part of managing supply chains that does not affect production process of a company by reducing aspects of material inventory. Most importantly, this approach focuses on cutting costs related to warehousing and preventing business organisations from over use of materials (Hugos, 2018). This aspect also includes delivery and purchase of products without spending much on developing products. Independent demand regarding planning for material requirements includes factors such as beauty products. On the other hand, dependent demand of supply chain and products reflect parts of products and demand of those parts. For example, components of beauty creams are parts of dependent demand.

Theory of Constraints

Constraint theory of supply chain management includes identifying constraints that can create issues in developing any product. Moreover, utilising those constraints is one of most crucial solutions that can help in resolving an issue. In this case, a third-party supplier and partner can help in implementing best practices regarding managing product development processes. Moreover, it is a methodology of creating opportunities out of constraints (Waters, 2019). This approach transforms limitations into positive aspects and approaches for a company. Most importantly, constraints in manufacturing products in case of beauty and health products are known as bottlenecks.

This theory includes stages such as identifying constraints and optimising them to improve efforts that can make any difference to overall work. On the other hand, next step in utilising this theory in supply chain management. This theory of supply chain management plays a vital role in elevating constraints in systems that can help in improving overall performance of companies. Next step in this process of utilising theory of constraint is to identify new constraints again. However, advantages of utilising this theory include creating faster and smoother product flow that increases brand awareness (Goldratt, 2017). This approach reduces time for optimising constraints and increases profit. Most importantly, enabling process of manufacturing products is most crucial aspect of improving capacity of organisations by focusing on the process of optimising identified constraints.

Most important benefits of this theory and approach are to achieve goals and objectives of company regarding supply chain management. Most importantly, it requires to complete task of eliminating poor performance and identifying main cause of poor performance. From that aspect, after identifying reasons for poor performance of a company it becomes easy for those organisations to eliminate those issues (Lambert and Enz, 2017). Most importantly, theory of constraints helps organisations to limit down threats and issues by gaining more than usual profit. Moreover, this approach helps in improving process of managing supply chain by identifying most critical reasons for facing issues.

Theory of Total Quality management

TQM is a crucial part of organisations when it comes to managing supply chain by communicating and making decisions on basis of required improvement. Most importantly, this process also focuses on employee involvement and integrated systems to gain advantages regarding systematic and strategic approach. Supply chain management on basis of requirements also includes factors such as optimising requirements, determining product scope, maintaining traceability after defining requirements (Lambert and Enz, 2017). However, not every third-party logistics partner can help organisations to meet expectations of customers. From that aspect, it is essential for organisations to maintain basic management process of supply chain. It has also been identified that third party logistics service providers often do not focus on adjusting efficiency of supply chain only to provide a better experience to its consumers.

Supply chain model of continuous-flow

Demand stability and balance of demand with supply is a crucial part of business processes and managing scheduled tasks. Most importantly, flow of products and information is an essential part of managing supply chains that helps organisations to create variation. Moreover, integration regarding supply chain and capabilities of people are other crucial parts of business that help in improving overall business efforts (Waters, 2019). Collaborative planning of working processes can help to improve process of managing sales and inventory. Other crucial parts of this supply chain integration are to gain variation regarding continuous approaches of organisations to gain competitive advantages.

Agile Model of Supply chain

Unique specifications and manufacturing products become more effective when it comes to gaining advantages regarding processes, products and capacity. Primary reason for such a fact is that every customer helps organisations to improve product quality on basis of their feedback and valuable comments (Benet *al.* 2019). At same time, developing specifications of products become easy for companies when it comes to creating smallest batches of products to improve overall quality of products.

Flexible model of supply chain

It becomes easy for companies to gain advantages in competitive market through a better supply chain model. For example, in this case, management and adaptability are other crucial aspects in business processes to improve technical strengths, rapid-response capability, and critical resources. However, companies that face challenges regarding unexpected demands from people can utilise this model of supply chain. Quick reconfiguration of physical aspects of material management is another crucial aspect of implementing extra capacity in business processes. At same time, downstream processes of business also get a better opportunity to improve overall performance without lacking quality and productivity (Goldratt, 2017). Most important factors regarding this aspect and approaches to managing supply chain is that this approach helps organisations to create better product engineering.

2.5 Supply chain and systematic threats from pandemics

Pandemics and other systematic threats have capability to disrupt multiple supply and value chains within a very short time period. In other words, such disastrous global events put their efforts to test resilience of a global supply network. Centobelli, Cerchione and Esposito (2018) particularly referred to flu pandemics as supply chain risks further specifying differentiation according to which it is very nature of pandemics and epidemics to threaten human life and side-by-side disrupt foundation of a global supply network. Free movement of goods and people are highly interrupted in such a situation that managing a balance between demand side and supply side becomes a formidable task. Golan, Jernegan and Linkov (2020) supported above observation and further approached with their research to demarcate a significant difference between localised disruptions. Accordingly, a localised disruption can only put its adverse impacts over a specific geographical region; a global pandemic simultaneously impacts multiple nations and their multiple industries. In fact, fear of contagion potentially results in unexpected market trends, likewise, price spikes and hoarding, further resulting in considerable reduction in demand in other industries.

Along these lines of understanding, Ivanov (2020) has characterised different risks imposed by epidemics on global supply chains. In this context, three components are identified as existence of long-term disruption and its predictable scaling, simultaneous propagation of disruption in supply chain, and all the more critically, simultaneous disruptions across logistics, supply and demand infrastructure. Further, it is mentioned that a pandemic is a unique disruption in sense that it can come up as both external and internal systematic threats to a supply chain framework. An epidemic can amplify its disruptive ability to such a level that supply network, transportation network, and even command-control network can be disrupted. Requirement would therefore be robust resilience analytics so that catastrophic failures can be avoided.

2.6 Sustainable supply chain and COVID-19

A widely accepted definition of sustainability is developmental approaches towards meeting needs of present without compromising ability of future generations towards meeting their own needs. According to de Camargo Fiorini and Jabbour (2017), sustainability is a long-term dynamic process that poses a variable amount of challenges to supply chain managers. Achieving sustainability requires ability of supply chain managers to address interconnected environmental, social, and financial objectives relative to resilient supply chain functioning. Therefore, sustainable supply chain or SSC requires from supply chain managers to reduce negative impacts of supply chain operations, while improving environmental, social and financial performance of firms.

In this correspondence, Hosseini, Ivanov and Dolgui (2019) have argued that inappropriate monitoring of supply chain risks may lead to severe disturbances across a supply chain network that further can invite permanent economic severity to a firm. COVID-19 pandemic has showcased its ability to disrupt many value chains across this globe. Indeed, such disturbances bring in negatively derived causative effects to procurement strategies, sales strategies, material supply, logistics service, stakeholder wellness, organisational profitability, and overall brand image. Inaccessibility to supply chain components can cause immediate consequences to such a tremendous level that supply chain managers may find it extremely difficult to integrate different processes of supply chain management (SCM) within a single frame further resulting in sudden stop in supply chain activities.

As realised by Ivanov and Dolgui (2020), supply chain practices and relevant strategies being designed for a smoothly running business environment might not be a variable one when situation demands tackling a pandemic such as COVID-19. As opined by Dubey *et al.*

(2021), it becomes a strong necessity for supply chain managers to rethink sustainable supply chain strategies and practices that would be suitable for gaining competitive advantage in a post-pandemic business environment. These supply chain researchers have insisted that industrial managers have to design and adopt those policies that could lead to extra-resilient sustainable supply chain approaches.

2.7 Drivers of sustainable supply chain in context of COVID-19

Sustainable supply chain is supposed to be an intersection between sustainable development and supply chain network and therefore, takes into account social, environmental and economic issues in regard to a need to manage relationships with suppliers. Owing to rapidly changing market situations coupled by customer environmental and social concerns, suitable production of products and/or services is not feasible unless there is an established SSC framework. As viewed by Sarkis (2020), in a pandemic situation, organisations shift to a demand-driven model towards managing their supply chain operations. At the same time, it is mentioned that COVID-19 has catered to such an intense pressure on organisations, specifically on their manufacturing and retailing units towards facilitating provisions for both non-core and core services that organisations are feeling compelled to switch to new forms of supply chains.

In such a compelling situation, it is becoming far more obvious for organisations to place greater emphasis towards adopting and implementing sustainability drivers so that a SSC can be successfully established while inheriting more responsiveness and efficiency in it. For example, companies have started thinking utilisation of supply chain networks of third parties and outsourcing relevant operational responsibilities to them. Such an approach has benefited organisations in sense that companies and their manufacturing units are now better capable of collaborating with multi-tier suppliers to fulfil supply and demand. Deployment and exploitation of non-digital and digital forms of supply chain operations are parts of this. Such an approach has enabled firms to sustain in market while accessing real-time inventory information and demand forecast information. In this regard, Ivanov and Das (2020) have identified cross-functional collaboration as a supply chain sustainability driver that ultimately helps organisations to reduce risk and uncertainty across and within a supply chain framework.

2.8 Literature gap

Existing literature has efficiently addressed issues regarding supply chain operations. However, only a limited study could be found stressing upon necessary significant factors

that can act as drivers for incorporating more and more sustainability elements in a supply chain for smooth flowing of supply chain operations, even during a critical pandemic situation. This study effectively bridges this gap, while providing a comprehensive analysis for supply chain managers how to revitalise and redesign their supply chain systems to competently survive in pre- and post-COVID-19 situations. Nevertheless, in a global crisis situation, roles of respective national governments to provide moral and physical support to make supply chain value systems resilient are essential. This research is not being able to touch this area due to shortage in time and financial resources.

2.9 Summary

It can be summarised from above literature review that in a global crisis situation triggered by a pandemic such as COVID-19, supply chain sustainability is essential. Traditional supply chain model may not suit in such a situation when supply and demand for a particular service goes through radical changes. Necessity is ability of supply chain managers to identify most appropriate supply chain drivers that would not only address the supply and demand sides, but will also be able to address bottlenecks in context of a traditional supply champion operation.

CHAPTER 3: METHODOLOGY

3.0 Introduction

This research has focused on impact of COVID19 outbreak on global supply chain linked to health as well as the beauty sector of United Kingdom. As per previous chapter of literature review, it has been found that, COVID19 pandemic has hit all industries across this world including UK's health as well as beauty industry. Pandemic has a huge effect on various commercial sectors including beauty industry and researchers are proceeding with this topic for their entire research work, in order to identify the range of effectiveness of this pandemic on various sectors including commercial as well as health. This particular section is going to describe research methodology of this specific research work and demonstrate the way by which this whole process of research will move forward.

Research methodology refers to a particular design of study that is going to be researched based on a specific topic or situation. Research methodology outlines overall process of data collection, in order to get a thorough knowledge of the way by which data are gathered for this particular research work. It often includes a blueprint for collection, measurement as well as process of data analysis also. Research methodology is an important part of a research work, as it specifies research design for a better understanding of that particular study. This particular chapter will focus on overall methodology of this research work based on impact on COVID19 on supply chain of health and Beauty sector of UK. This section will consist of research philosophy, research approach, and research design and research method. It will also include data collection method, data analysis technique, validity and reliability of data, search strategy, inclusion-exclusion criteria and various ethical considerations related to this data collection process as well as overall research work.

3.1 Research Outline

- **Introduction**
 - This research paper will going to find out overall impact of COVID19 pandemic on health and beauty sector of UK
 - Main purpose of this research is to find out actual pain points of managing supply chain resilience across this world
- **Body**
 - Main Argument of this research paper is based on positive as well as negative impact of COVID19 on commercial sectors of UK such as cosmetic industry. Impact of lockdown and curfews played a huge role in normal lifestyle of

people. This has been a major issue for the overall sales volume of beauty products in market. On other hand, cosmetic products, which have been providing herbal products as well as shifted their business into selling sanitizers, have experienced a certain hike as well.

3.2 Research Onion

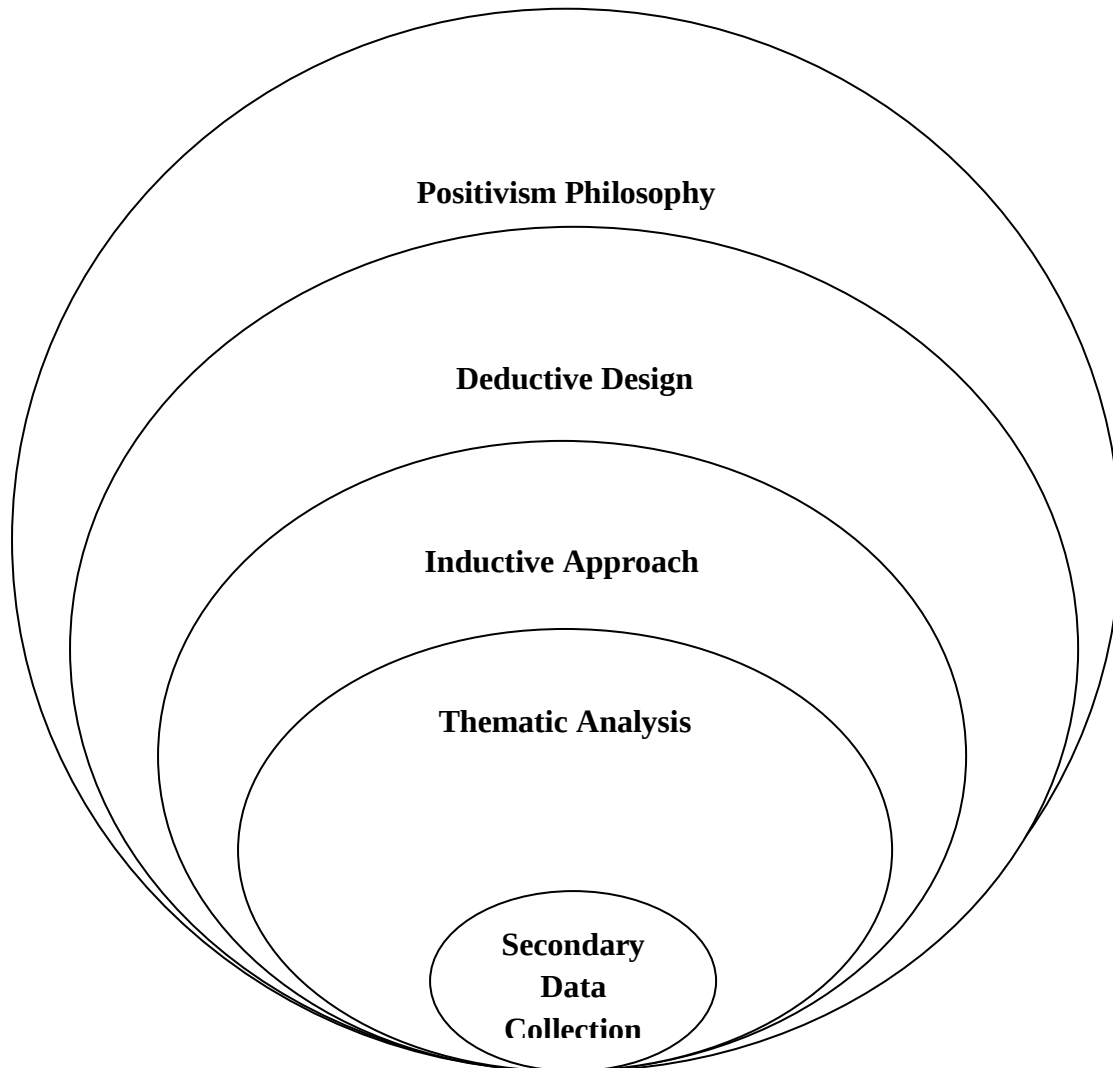


Figure 3: Research Onion

3.3 Research Philosophy

Research philosophy refers to an effective part of overall research methodology. Research philosophy involves important assumptions of a particular research paper and this would help the researcher to follow a right path for his or her further proceedings in this research work. Important research assumptions that are involved within a research philosophy explain a researcher's overall view regarding his or her respective research work. Assumptions included in research philosophy helps the researcher to determine research strategy as well as particular methods related to that research strategy (Malhotra, 2017). Appropriate selection of research strategy helps a researcher to get a thorough knowledge regarding his or her further steps as well as a way under which the researcher can establish a specific viewpoint for his overall research work.

Various research philosophies are there and among them positivism research philosophy has been chosen for this particular research work. Under positivism philosophy, a researcher gets to gain factual knowledge through various observations. Positivism research philosophy helps a researcher to gain knowledge from various observations from social entities and apply them in his or her overall research work (Park, Konge and Artino, 2020). In this particular research paper, the researcher the overall research strategy is developed on the basis of data collection as well as development of hypothesis based on that collected data (Cazeaux, 2017). On other hand, a researcher follows a highly structured methodology for his or her respective research paper in order to meet hypothesis of that research paper under positivism philosophy (Bhatta, 2018). Moreover, Positivism research philosophy focuses on a quantifiable observation for a particular research paper and research can not manipulate any third party during his or her data collection process, as those data are absolutely independent to the overall subject of that research work.

3.4 Research Approach

A proper identification of research approach helps a researcher to get a specific path under which his or her overall method of research will move forward. Overall Research approach of a particular research paper helps a researcher to set a specific target for his behaviour in order to conduct the whole process of research (Richards and Hemphill, 2018). Research approach refers to a particular plan or a particular procedure that mainly consist of various steps of broad assumptions for a research work and it would be an effective way to determine the most effective as well as detailed way of data collection that is required for a particular

research work as per its nature (Alase, 2017). A proper research approach of a specific research work also includes detailed methods of data analysis, data interpretation and so on. Research approach of any research paper is mainly directed to two major categories, one is data collection approach and another is data analysis approach.

An inductive research approach is adopted for this particular research study and it refers to a systematic approach of research, which is developed to condense raw textual data into a brief description and into a summary format (Richards and Hemphill, 2018). Inductive research approach helps a researcher to establish a link between overall evaluation of research data, research objectives and summary of findings that has been excavated from raw data. In this particular assignment, an inductive research approach is considered, as a prediction of theories was required for this research paper in order to predict impact of COVID19 pandemic on supply chain of UK's health and Beauty sector.

3.5 Research Design

Research design is an effective factor of a research paper as it facilitates smooth and systematic sailing of a particular research paper in terms of its various research operations. Research design has a significant impact on this specific research paper in order to make it as efficient as possible. It would also enhance the use of maximal information against minimum expenditure for that particular research work. Research design of a specific research paper has a significant impact on overall reliability as well as viability of results that has been obtained from this research work. A descriptive research design has been adopted for this particular research work, in order to describe a situation or a phenomenon within an accurate and systematic way (Siedlecki, 2020). Under this descriptive design of this research paper which has been adopted by the researcher to investigate through different variables to reach into a conclusion for this overall study. According to this research work, descriptive design has helped the researcher to get involved individually for describing those situations, which are related to this particular topic of this research study.

3.6 Data Collection Method

Selection of proper data collection methods of a research work is an important aspect for any research and it is an essential way to conduct the research work for its further procedures. A secondary data collection method is chosen for this particular research work and it has generated a qualitative approach for overall research data analysis (Wang, Johnson and Zhang, 2020). Under this secondary data collection, method a thematic analysis has been developed in order to get a thorough knowledge of the research topic. This would generate

researchers an overall understanding of research topics based on various themes (Johnston, 2017). Secondary data collection method has been chosen for this particular research work in order to collect relevant information regarding this particular research topic from various data sources. This would generate qualitative data for this study and this particular process of data collection has been chosen for this research work as; collecting data from primary sources such as interviews or surveys was quite difficult as per the topic of this study.

3.7 Search Strategy

Secondary research has been conducted by implementing a key-word based database search strategy for this research work. A major part of overall data collection process for this particular research work has relied on keywords of journal articles. Relevant journal articles that have been selected for this research work after searching them by few keywords related to the actual topic of this research paper. These keywords are *“Supply Chain”*, *“Global Supply Chain”*, *“COVID19 pandemic in UK”*, *“Health Sector UK”*, *“Beauty Industry of UK”* and *“Commercial Supply Chain of UK”*.

3.8 Inclusion and Exclusion Criteria

Journal Article that has been chosen for this research study, as a secondary source of data was in English language, published within last 5 year-period and has full access. Most important aspect of this inclusion and exclusion criteria for this research study is that all journal articles, press releases and internet information has been focused on the main topic of this study.

3.9 Data Analysis Technique

As this particular research paper has focused on collecting data through secondary as well as qualitative data collection method, a thematic approach of data collection has been adopted for this research work. Thematic analysis has been done for this research paper in order to emphasize on main object of various articles and online research documents including their overall idea, concepts, patterns and meaning of that article.

3.10 Ethical Considerations

Ethical Consideration is an essential part of a research paper as it is responsible to promote main aim of a research paper such as expansion of knowledge through data collection, interpretation and disclosure of the result of that particular interpretation (Chaudhry and Berger, 2019). This particular research work has adopted few ethical considerations while proceeding with this research such as articles that are collected as a secondary source of data for this research paper has followed all the above inclusion and exclusion criteria.

3.11 Summary

It can be summarised from above discussion that, overall methodological aspect of this research paper has been directed towards a positivism philosophy under which a researcher is allowed to observe surrounding variables of this research paper and then make assumptions for his or her further studies. This research paper has adopted a descriptive research design and an inductive research approach. Under descriptive research design, research will go through several variables related to this research topic in order to meet the conclusion. A thematic analysis will be done in this research paper as a secondary data collection method has been chosen.

CHAPTER 4: FINDINGS AND DATA ANALYSIS

4.0 Introduction

COVID19 pandemic and its overall effect on global supply chain is a part of main topic of discussion in this research paper. This research paper will focus on collecting data through various secondary data sources in order to get a thorough knowledge of the research topic that has been focused on impact of COVID19 pandemic on health sector and world of Beauty in United Kingdom. Various journal articles and online documents have been chosen for this particular research work in order to gather relevant information of this research paper. This collection of secondary data sources has helped the researcher to meet all objectives mentioned in this research paper. Aim of this particular research work has been accomplished by gathering these secondary data sources altogether and then separating them with various themes in order to evaluate the conclusion.

Findings of different journal articles from various authentic sources will be evaluated in this section for further data analysis part. Few themes based on the overall objectives of this research paper have been chosen through various journal articles. These journal articles are related to the actual research topic and themes are made to categories various aspects of this one topic from different perspectives. Analysis of these data will be done and these data are categorised by few themes based on the actual topic and objectives of this particular research paper.

4.1 Secondary Qualitative Data Analysis (Thematic)

4.1.1 COVID19 effects Internal services of NHS in UK

COVID19 has a huge role within various healthcare sectors across this world. United Kingdom is also included in this list of countries where health sector has gone through a storm of crisis during this outbreak of COVID19 pandemic. Overall structure of COVID19 has been spread out as a storm across the entire healthcare sector of UK and this has led to a change overall structure of UK's healthcare sector. COVID19 pandemic has become a challenge for NHS hospitals in United Kingdom. Comprehensive support that healthcare workers needed in that difficult situation sometimes missing from the overall healthcare structure of UK. Overall aspects of clinical as well as non-clinical departments of UK's healthcare sector and its overall services have been reassessed due to the huge impact of this pandemic situation. Healthcare department of UK and NHS has expected a modelling of this COVID19 outbreak, which has assumed an infection fatality ratio of 0.9%, admission rate of hospitals of 4.4% and rate of patients who are admitted in critical care units approximately

30%. Government of UK has recommended an isolation process of positive cases, social distancing norms, household quarantine and many other COVID protocols to be maintained in this row.

However, there has been a situation when healthcare sector has been disrupted completely in NHS hospitals also for patients who were not infected by corona virus and this has created a mess across the overall healthcare sector of this country (Coronini-Cronberg, Maile and Majeed, 2020). People who are disadvantaged within a socio- economical background such as elderly people are the most frequent visitors of health care sectors of UK due to their chronic diseases. They have experienced a severe situation when they did not get healthcare services in NHS hospitals and clinics for their healthcare checkups or any severe health issue. COVID19 pandemic has created a disruption in elective or emergency care services of NHS hospitals, which has been the major reason behind that huge as well as disproportionately negative impact on these above-mentioned marginalised people of this particular country who seeks most of the visits in hospitals for their regular checkups of chronic diseases.

4.1.2 COVID19 has changed world of Beauty in UK

Global beauty industry, which includes skin care, colour cosmetics, hair care, fragrances and many other things, has been almost shocked by this huge effect of COVID19 pandemic across this world. People have experienced an immense financial crisis during this period and they have changed their priorities from cosmetic products to necessary products of their daily life. As a result, COVID19 has almost stopped sources of sales of cosmetic products in various sectors of UK. Sales of first quarter were immensely weak and then there has been a series of widespread store closure across UK in various beauty salons and cosmetic shops in different regions of UK (Pikoos *et al.* 2020).

However, in different circumstances this particular industry has responded in a positive way by shifting their manufacturing unit from beauty products to sanitizers and many cleaning agents. As sanitizers and cleaning agents were considered as the necessity of people during this COVID situation, many companies have shifted their sales unit from their branded cosmetic products to these cleaning agents or sanitizers. This has resulted in an effective way for these companies within their internal sales volume during this COVID period.

4.1.3 COVID19 causes Unprecedented Damage to Global Supply Chain

COVID19 pandemic has a huge effect on worldwide supply chain and it has created a huge effect on overall financial aspect of this world including United Kingdom. Apart from COVID19 pandemic, there are many other aspects, which have created a significant damage

to GSCS (Government Securities Clearing System) such as natural catastrophes, which includes the global earthquake of 2011 in Japan, Tsunami in 2004 in Indonesia and so on. All these aspects have created a challenge for GSCS; however, as shown in below picture impacts of COVID19 on GSCS are different from other aspects. COVID-19 has shown that businesses and their supply chains are interconnected through GSCS through a complete network diagram. In this context, when COVID19 has a huge effect on business line of UK, it affects overall supply chain system of UK from an indirect approach.

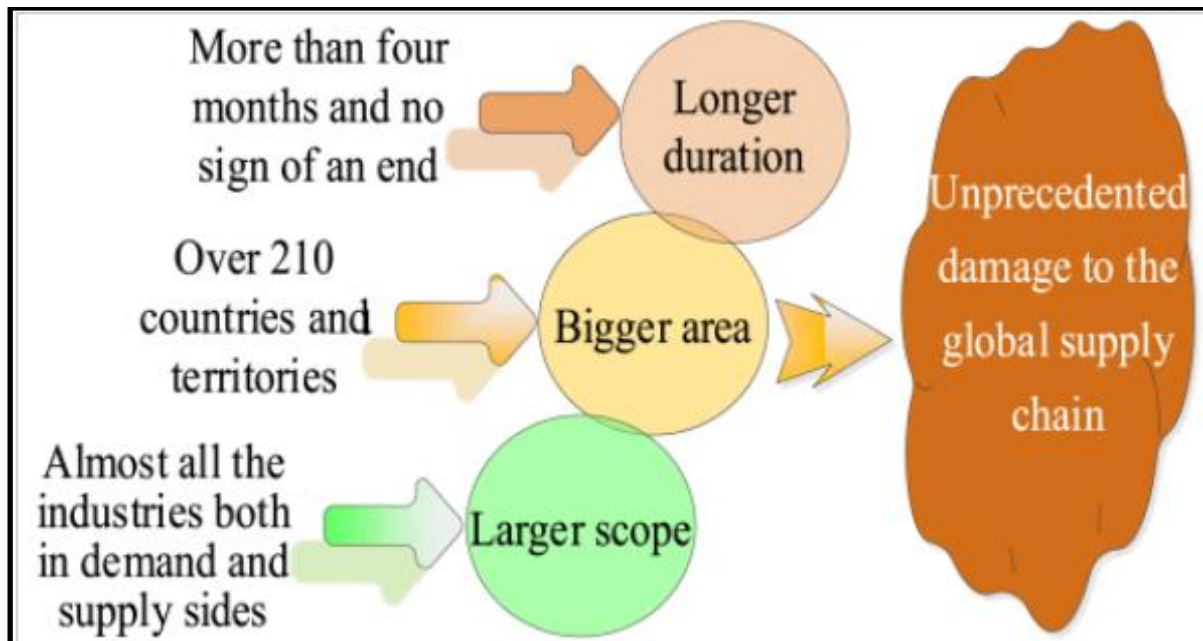


Figure 4: Features of the overall damage of the COVID-19 on GSCs

(Source: Ieeexplore.ieee.org, 2021)

4.1.4 COVID19 causes Disruption in Supply Chain of Commercial Sector through International Logistics

Global Supply Chain has disrupted due to a major issue in International Logistic services during lockdown and regular curfews across this world. Logistic services have been suffered during this COVID19 pandemic situation due to lack of workers throughput lockdowns and curfews across this world within all stages of supply chain system of this world including United Kingdom (Ieeexplore.ieee.org, 2021). This has happened due to absence of white as well as blue-collar labour during quarantine restriction in different regions of this world. As a result, overall supply chain system of this international market has been disrupted from different perspectives of business structure.

4.1.5 COVID-19 increases social care capacity and resilience of NHS

Another important dimension of COVID-19 pandemic is its long-term effect on overall social care capacity and resilience of NHS in United Kingdom. NHS has entered within this COVID 19 situation of United Kingdom with a low capacity of beds as well as a low level of staff per capita. Several government policies of United Kingdom have been imposed on NHS in order to increase their percentage of critical care beds for providing services to patients of critical care services within NHS hospitals (Health.org.uk, 2021). NHS has mobilised a large number of critical care beds and equipment in order to deliver better services to the COVID as well as non-COVID patients within the United Kingdom. Moreover, impact of an effective workforce within healthcare sector of UK during this pandemic situation through NHS has been a major component of resilience.

4.2 Discussion

4.2.1 Supply interruptions of beauty and health care products

In a supply chain system, retailers are placed last, ultimately responsible for dealing with customers. When concern is supply chain system of beauty and health care products, the importance of retailers is much more as they directly influence customers to purchase products through their marketing and promotional initiatives. Thus, any disruption to this supply chain system can incur negative results to sales of products and profitability of an organisation or a brand. It is observed that product shortage is one of the primary levels of interruptions in context of UK's beauty and health care product industry. Owing to COVID-19, there is a radical upstream demand for sanitizers that could not be fulfilled by present capacity of beauty and health care product selling companies (Ivanov, 2020). Such a situation is further leading towards product shortage. In addition, irregularity in delivery owing to shortage in manpower is another source of interruption in supply chain. This is due to compelling action of the UK government to restrict vehicle movements followed by lockdown impose in order to break the chain of virus infection. It not only led to irregularity in delivery of finished products to retailers, but also contributed to irregularity in delivery of raw materials to manufacturing units, ultimately leading towards shortage in production and gap in demand and supply.

In many occasions, retailers felt compelled to depend on distributors and wholesalers for getting delivery of products on time and in right places. Due to involvement of such middle persons, there is a considerable delay in delivery of end products to retail houses. Interruption of payment to suppliers is supposed to be another main reason that intervened negatively in

supply chain operation and its desired efficacy needs. Research in this area also revealed that limited credit service also contributed to supply disruption related to beauty and health care item retailers (Ivanov, 2020). When getting credit facilities of retailers from distributors depends on internal relationship, as well as on respective sales volume, due to reduced sales volume and disrupted relationship owing to communication gap, a considerable decrease in credit facilities is visible from the UK distributors of beauty and health care items.

4.2.2 Getting recovery from COVID-19

Learning and recovering are definitely prime capabilities of companies facing tremendous pressure owing to supply chain uncertainties created by COVID-19 crisis. In this context, recovery means getting to a previous stable situation when the companies were in pre-COVID situation, while learning refers to keeping lessons in mind during the disruption, ensuring improvement in supply chain activities. As argued by Ivanov (2021), the recovery process should start from rigorous reassessment of the supply chain structure with respect to production capacity, location, and management of information flow among members associated with supply chain system. At same time, managing flow of materials is also extremely important towards managing sustainability of supply chain systems. However, pros and cons of individual actions should be kept in mind at time of reconfiguring supply chain structure (Koberg and Longoni, 2019). Provision of all types of resources is a core necessity to overcome from this crisis situation. Such an approach would also help the supply chain operators associated with beauty and health care industry towards effectively implemented actionable contingency plans and procedures.

Unquestionably, collaboration and integration between major members within a supply chain framework is going to be exclusively vital in this situation as it would guide the supply chain managers how to establish a common target towards sharing both future gains and losses and thereby, restoring previous foundations of business effectively (Pettit, Croxton and Fiksel, 2019). As such, previous research in supply chain area also investigated driving factors of supply chain sustainability and found that knowledge management can become a crucial factor to overcome supply chain disruption. In this crisis situation, any communication gap between participants involved in supply chain operation can be fatal for an organisation. On contrary, gathering information by involving in group discussion followed by brainstorming with major members involved in a specific beauty and health care product supply chain can become a suitable source to identify bottlenecks, errors, as well as opportunities to innovate. Such a measure would be capable of managing continuity in a supply chain. These kinds of

data gathering sessions are extremely useful in seeing that these support utilisation of retrospective review and action review tools towards better demonstration of project management documentation towards supply chain sustainability (Fonseca and Azevedo, 2020).

Some specific other strategies are also beneficial in regard to knowledge management processing, likewise, formal and educational training with respect to weaknesses being identified in group meetings. Such training is also helpful in making supply chain operators more knowledgeable in area of using project management software both within the organisation and across the supply chain. Now, when operating unit of a supply chain is able to deal effectively with disruptive forces, it will be fundamental to ascertain that three essential elements of supply chain management, namely transparency, time and trust are successfully used. In context of time, focus should be paid to adding value processes with which customers are duly associated (Koberg and Longoni, 2019). In context of transparency, special attention should be given to necessary level of inventory which could be fair and reliable for joint planning of sales and production of beauty and personal care products. When trust is a concern to sustainable supply chain operation, collaborative working practices are required to be empowered.

4.2.3 Probable strategies for retailers towards improving supply resilience

This study is taking concern for investigating reasons behind supply chain disruption derived from COVID-19 pandemic that eventually dismantled the stable relationship between supply side and demand side of beauty and health care products. At the same time, effectiveness of this study is forwarding explicit strategies to be used by manufacturers and retailers of the UK involved with beauty and personal care products industry to minimise or tackle supply chain disruption. Although these strategies may not fully eliminate chances of disruption owing to a tremendous global crisis environment it will be able to enhance supply chain resilience capabilities for above mentioned retailers and manufacturers.

In this regard, Cordeiro *et al.* (2021) have insisted on the fact that COVID-19 is responsible for inviting various difficulties to retail supply chain. Such a situation is more prominent when conventional business procedure is becoming unusual in changing trade environment. In this scenario, taking into concern adaptable strategies may ensure betterment in product availability from retailers' ends. No doubt, understanding reasons behind supply chain disruption is extremely desirable unless which supply chain resilience may not be adopted or implemented at its full potential. In this regard, three strategies have been put together by

Ivanov (2021) to be adopted and implemented for achieving better managerial implications in area of retail supply chain sustainability.

First, instead of depending on a single brand product, supply chain managers of retail stores have to focus on different branded products in order to better and uninterrupted supply of products. Nevertheless, UK customers hold a changing taste about personal care products. Giving respect to this, showcasing different brand products can become beneficial for retail stores in sense that if one manufacturing company fails to supply products, the retailer would be able to sell other branded products according to customer demand (de Camargo Fiorini and Jabbour, 2017).

Second, building a cooperative approach with company personnel would be suitable and such initiatives should be taken from the end of supply chain managers of retail stores. When there will be such relationship building efforts, both will show better commitment level towards survival of the business, even in a global crisis situation, such as COVID-19 pandemic. Both will help one another to fulfil target and get rid of current stagnant market position through the passage of successful supply chain collaboration (Ivanov, 2021). When there will be collaboration at an appropriate level, dealing with major supply chain interruption will become quite feasible.

Last but not the least, supply chain managers have to involve them in building effective relationships and simultaneously, making frequent constructive interactions with individual suppliers who are responsible for delivering beauty and other relevant personal care products to retail outlets. Knowing about product information beforehand would be very possible through implementing this specific initiative (de Camargo Fiorini and Jabbour, 2017). Such an initiative is proved to be a situation for dealing with any kind of confronting situation relative to supply chain management. Managers either can use digital technologies to make creative communication or can conduct face-to-face conversations, of course following COVID-19 social distancing rules.

4.3 Summary

Indeed, present situation is indicating a global crisis situation in which business are facing many kinds of challenges and supply risks towards ensuring uninterrupted flow of products and services to end-users. Beauty and health care product industry is itself extremely susceptible to changing market and consumer dynamics. Situation is now become much more critical compounded by much more critical aspects inherited by COVID-19 pandemic. In this

situation, supply chain sustainability and supply resilience can be two utmost necessities for UK retailers and manufacturers associated with this industry.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Linking with objectives

This dissertation enhances proper understanding of financial form of influences associated with COVID-19 on potential beauty as well as health sector in UK marketing dynamics. It is relevant to enhance that lasting influences related to the on-going pandemic has further marked a health impact on overall global marketing standards. It created consumer form of lockdowns along with potential form of international travel bans along with shuttering and closure of retail businesses associated with beauty industry. The swathes related to small beauty brands, which resulted in significant part associated with global market can hit hardest and become real cause of concern.

Due to on-going COVID-19 situation mega-conglomerates associated with cosmetic world further fared amidst beginning of unveiling potential expenses and unnecessary flowing of cash due to huge economic disruption that is still continuing in this pandemic situation. It is significant to note that due to e-commerce however the business sales of health as well as beauty in UK has sustained. Supply-chains has been heavily impacted, that has restricted proper flow of significant channels related to commerce, whether it is potential travel retail along with electric form of channel in European marketing aspects.

On-going pandemic related to sudden spread of corona virus has further impacted brand supply-chain management along with business portfolio. It affected financial stability of the organisations along with pessimistically affecting standards of their leadership groups around global standards. It also is associated with future form of establishment related to crisis, which is difficult towards predicting. In this context, many international cosmetic brands, reported overall drop in potential worldwide sales, which happened owing towards continuous form of COVID-19 pandemic crisis in UK as well as global standards. It further enhances understanding of responsible form of factors, which is further changing potential situations associated with global supply-management in corona virus situation in global marketing standards.

5.2 Recommendations

This dissertation enhances suitable form of recommendations towards assuring various form of approaches associated with enhancing global form of supply-chain effectiveness post-pandemic situation related to COVID-19 circumstances in organisational standards. Beauty as well as health organisations need to enhance automatic form of purchasing and

standardising potential business performance. They also need to gain potential form of data and information insight, while assuring “*Real-Time Inventory Management*”, in organisational standards (Agrawal and Narain, 2018). They also need to maintain cost-awareness and assure best possible standards associated with progressing on returns management in organisational standards

It is needed for different organisations to monitor potential vendor performance and assure strategic communication with different suppliers towards maintaining efficient vendor relations. Audits both internal and external in organisational chain would enhance increasing supply-chain transparency along with marking best possible form of accountability in marketing attributes in organisational standards (Nguyen *et al.* 2021). In this context, an organisation requires to increase their supply-chain visibility along with enhancing business automation as much as possible. Engaging and involving best technological approaches will help in assessing best possible supply sources.

HR departments can help in coming up with best possible form of new contacts of suppliers, and expanding their supply-chain management in organisational attributes. Furthermore, it is significant to establish a potential governing body associated with supply-chain council management in marketing attributes (Abdel-Baset *et al.* 2019). In this context, it enhances proper alignment along with maintaining best possible alliances with primary suppliers (Tortorella *et al.* 2017). Organisations require engaging and involving in collaborative form of strategic sourcing while concentrating on total expenses associated with ownership and not pricing stuffs. Finally, it is significant to note that they need to put better contracts and work collaboratively for maintaining their supply-chain function in marketing attributes.

5.3 Limitations of the research

Like other researches, present dissertation can also be subjected towards potential restrictions, which can properly limit the research in organisational context. In this concern, sample size, can be a potential limitation, which can restrict resource availability needed for conducting potential research consequences in organisational standards. In this context, limited availability associated with secondary sources and scholarly literature can limit outcomes of the research. Potential methodology that is utilised in this research can further restrict research and lead to lengthy research process. It can increase research risks, such as budget risks along with technology risks.

In this context, timing of potential research outcomes can be another great risks, due to on-going pandemic situation, research further could be delayed. Due to thematic analysis of the context, there can lay immense bias in the research as a result of total interpretation of the research findings. In this context, research limitations can also be subjected towards its time consumption process in organisational standards. This research can be difficult towards investigating potential casualty in organisational standards. It is not statistically representative that implies that this research does not have numerical results represented. Thereby, it can lack potential research accuracy in educational context.

5.4 Future scope of the study

Present research enhances opening up a potential opportunity towards enhancing better resource availability for upcoming future researches on similar context. In this concern, present research also focuses towards fulfilling potential gaps associated with pre-existing form of researches, which has been conducted regarding supply-chain management and influences of COVID-19 on this particular aspect of health as well as beauty organisational attributes in UK marketing context. It also enhances providing a potential evaluation associated with better recommendations while assuring developing on interoperability associated with continuous form of participation related to mark proper support towards attaining best possible supply-chain management system in global standards.

This dissertation will help in assuring other researches to comprise a comprehensive form of ideology associated with supply-chain management of health as well as beauty organisations in COVID-19 situation in UK marketing attributes. It enhances proper understanding in this research context in marketing dynamics. In this concern, it helps in understanding potential control process in assuring better supply-chain system in organisational dynamics for health as well as beauty organisations in UK marketing dynamics. It provides reliable as well as valid information sources to future upcoming researches in similar research context.

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