

The Supply Chain Challenges for Integrated Resort – Learnings from the Hospitality Industry

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Takeaways

Introduction
to Supply
Chain at
MBS

Key
Initiatives to
tackle the
challenges

Q&A



Supply Chain
challenges at
MBS

Food Safety
and Hygiene
Program at
MBS



:LTD



**SAND EXPO & CONVENTION CENTER
USA LAS VEGAS (1990)**



**THE VENETIAN
USA, LAS VEGAS (1999)**



**THE PALAZZO LAS VEGAS
USA, LAS VEGAS (2007)**



**SANDS CASINO RESORT BETHLEHEM
USA, PENNSYLVANIA (2009)**



LAS VEGAS

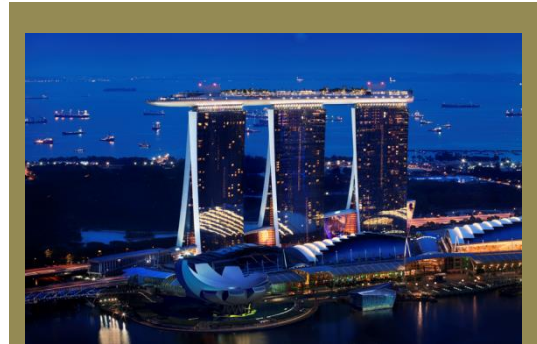
BETHLEHAM

Sands
LAS VEGAS SANDS CORP.

MACAO

SINGAPORE

A Global Business...



**MARINA BAY SANDS
SINGAPORE (2010)**



**SANDS MACAO
(2004)**



**THE VENETIAN
MACAO (2007)**



**SANDS COTAI CENTRAL
MACAO (OPENING APRIL 2012)**

What do these mega structures have in common?





Dubai Pearl



Marina Bay Sands

The “Race to Get In”



	MARINA BAY  <i>Sands</i> SINGAPORE	 DUBAI PEARL
Deliveries	600/day	800/day
Infra	2500 rooms, Casino, Retail, MICE	5 Hotels , Offices , retail etc
Urban Traffic	Road Closures (F1), ERP	Daytime Traffic Ban

Supply Chain at MBS – An Introduction



Marina Bay Sands Integrated Resort ...



MARINA BAY *Sands*
SINGAPORE



Hotel

- > 2500 Rooms, Largest Hotel in Singapore

Retail Mall + F&B

- Mall Mgt., 20 F&B Establishments

Casino

- > 600 Tables , 2300 Slots

Entertainment

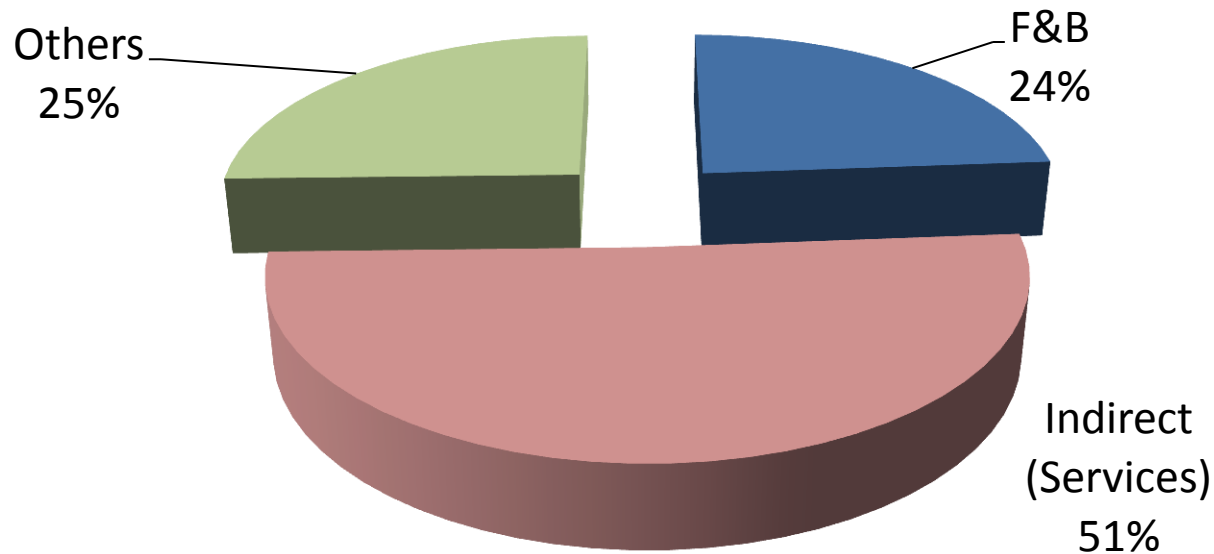
- 2 Theatres and a Museum

MICE

- 1.3 Million sq. ft. of meeting space , Asia's Best MICE Hotel

\$\$ Spend \$\$ @ MBS

Direct vs. Indirect



- approx 50 – 50 Split between direct and indirect
- The spend is divided between 8 key categories.

F&B Procurement at MBS

Gourmet Dining

Banquets &
Outlets

Team Member
Dining



Eggs

2.5 million eggs = 1 football field

50,000 in a week

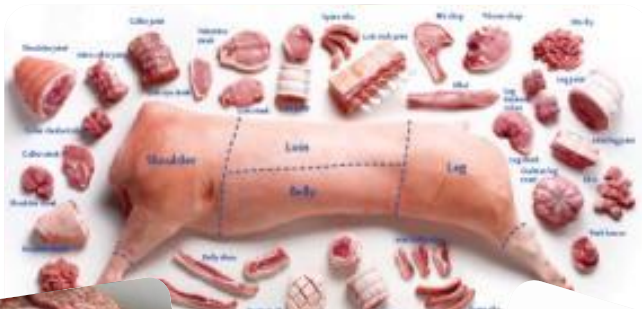
7,000 in a day

F&B Procurement : Meat

1,500 Tons in 2012 = 15 x 100-Tons Jetliners

30 Tons in a week

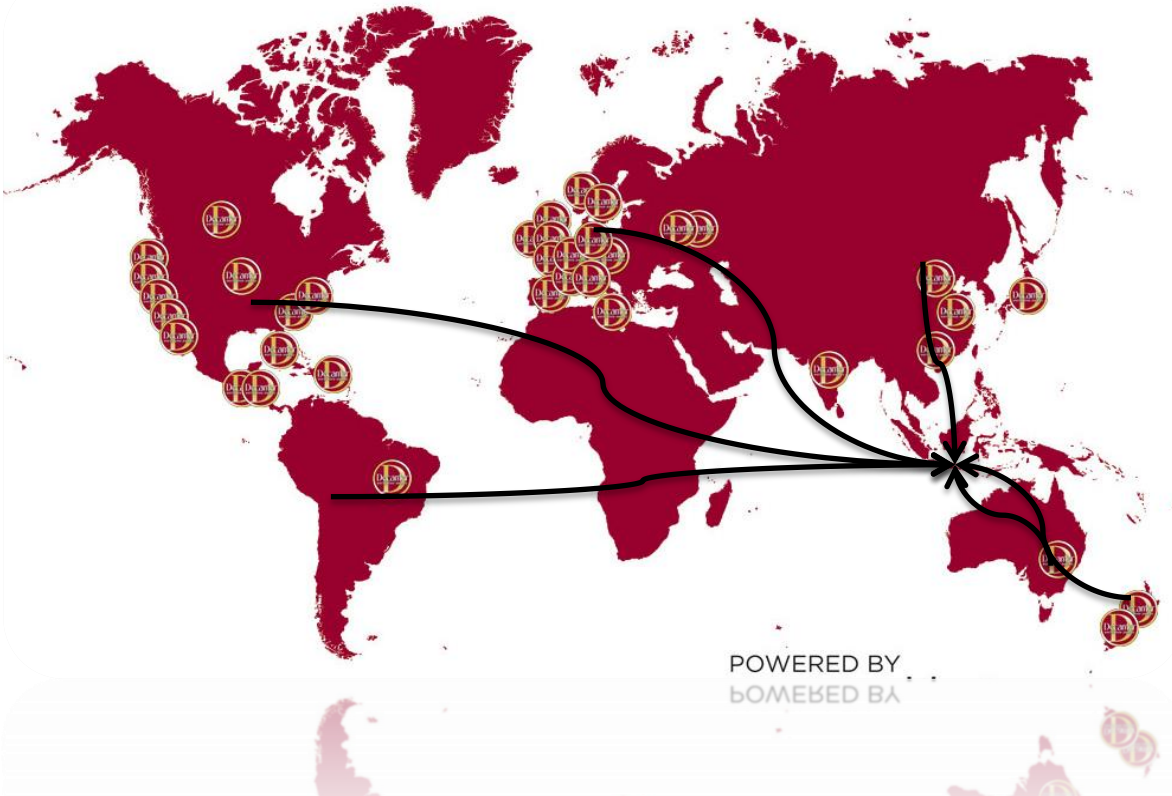
4 Tons in a day



X 15



F&B Procurement : Wine

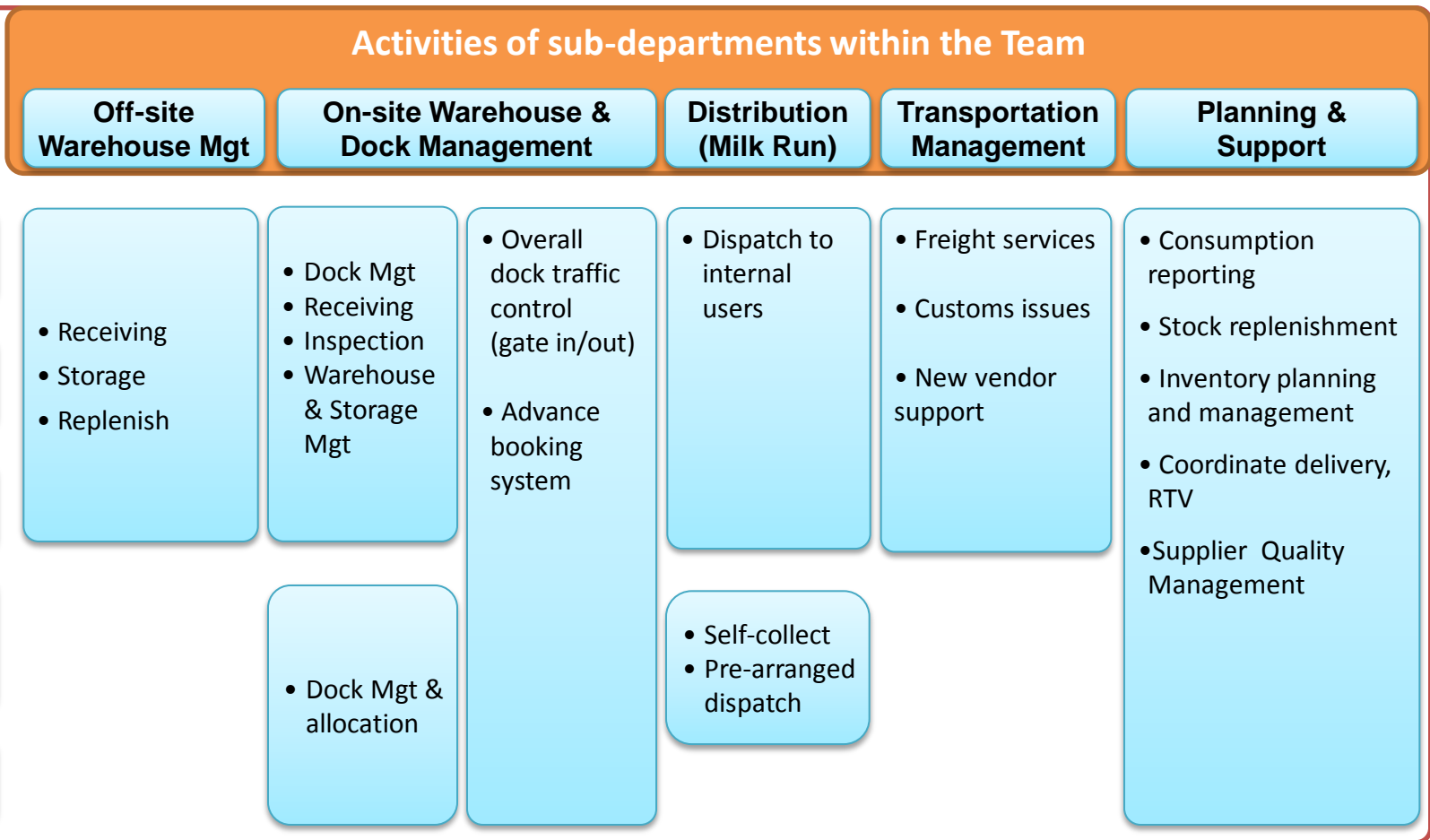


Sourced from 16 countries

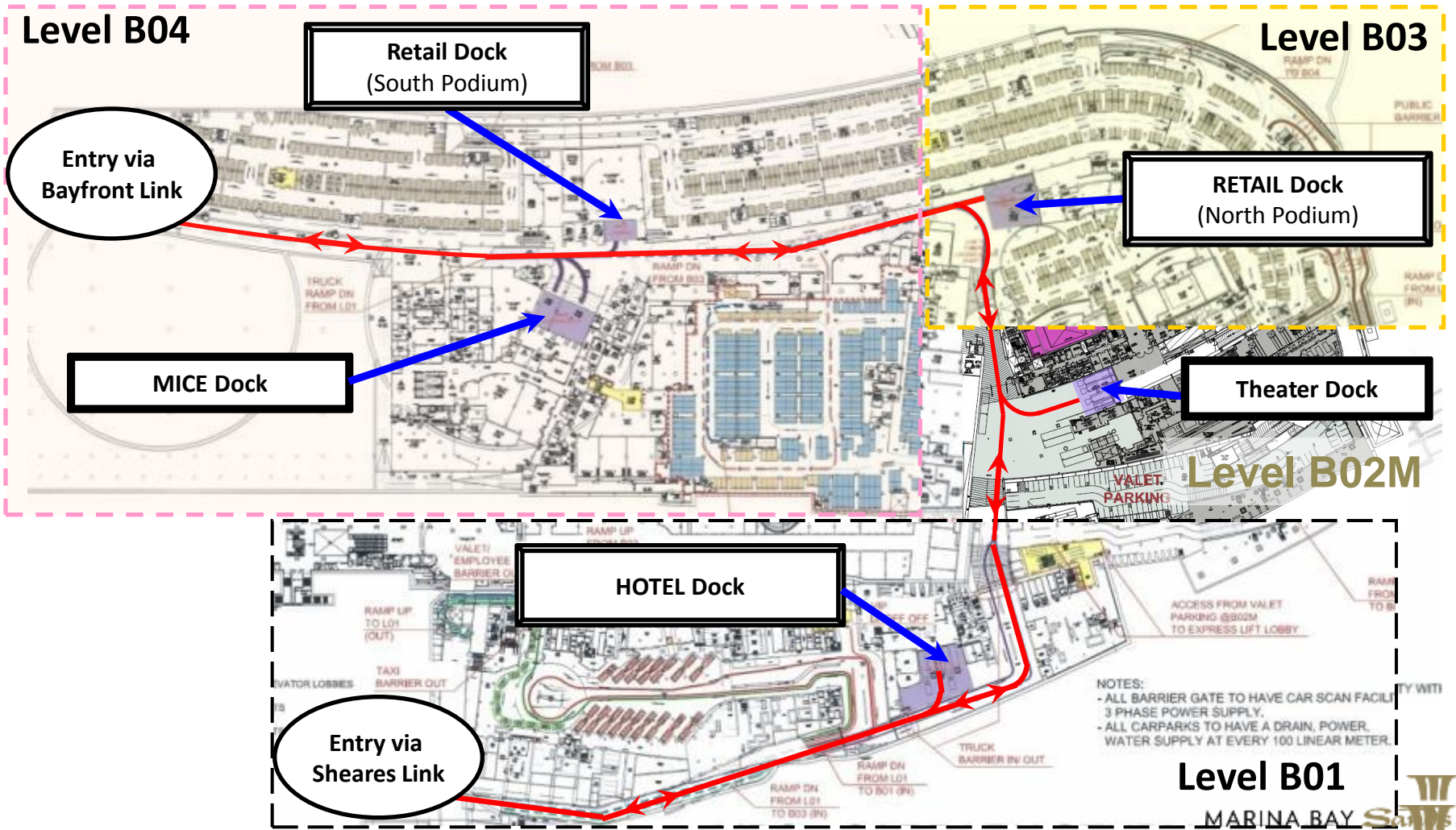
4500 Labels

225,000 bottles bought

Supply Chain Operations



5 Locations Loading Docks over three levels



Supply Chain Challenges



Infrastructure Challenges : Inbound Traffic



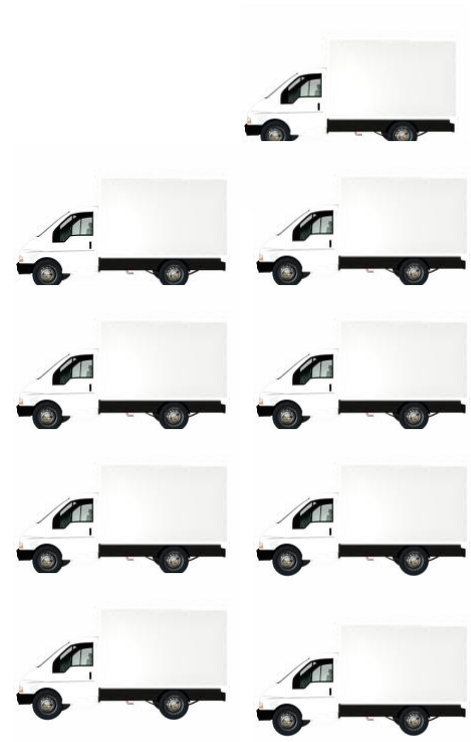
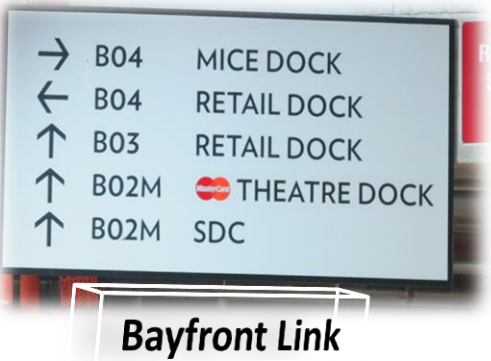
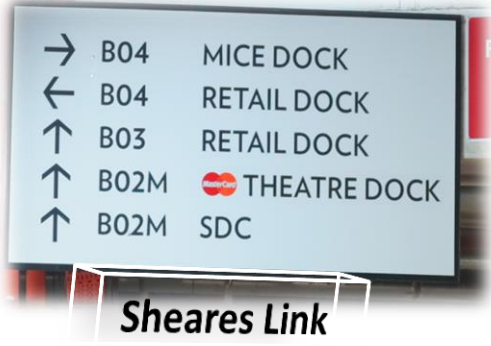

MARINA BAY Sands
SINGAPORE



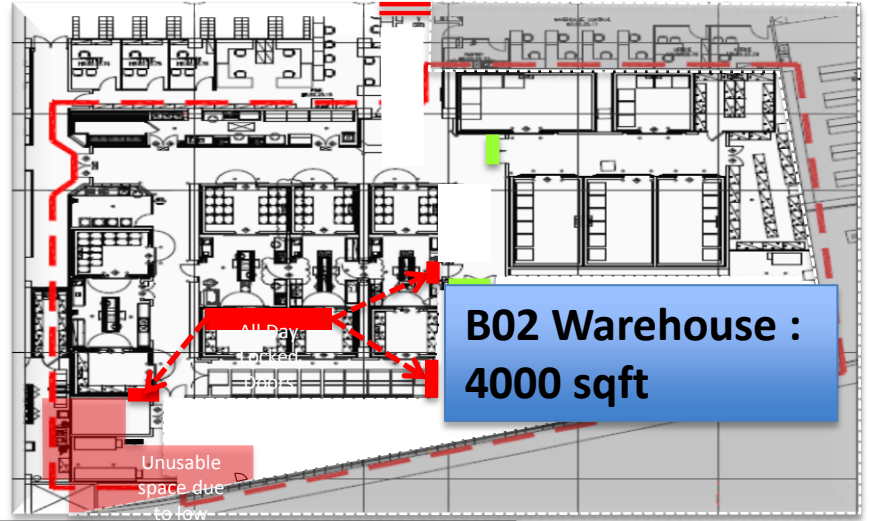
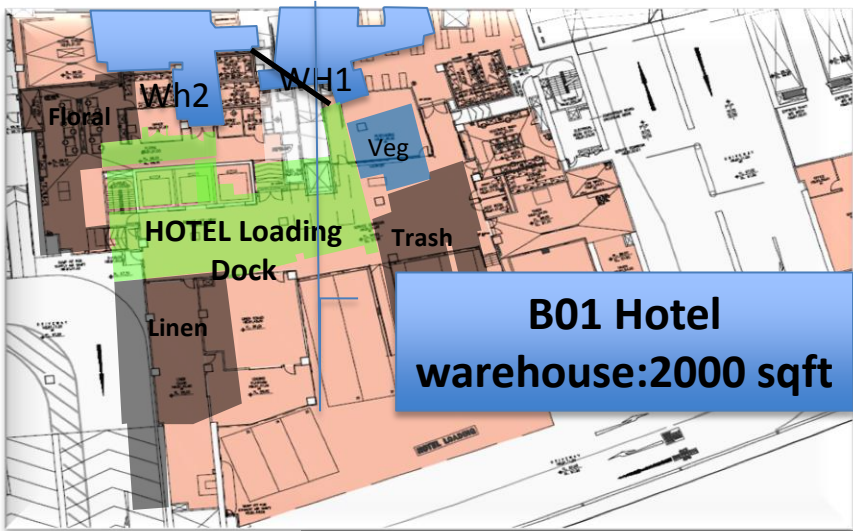
- ❖ Demand for Stock Keeping Units (SKUs), Orders
 - ❖ 27.5 % Increase in New SKU addition requests in 2012 YoY
 - ❖ 200 % Increase in the # of Purchase Orders between 2010 and 2013

Infrastructure Challenges : Inbound Traffic

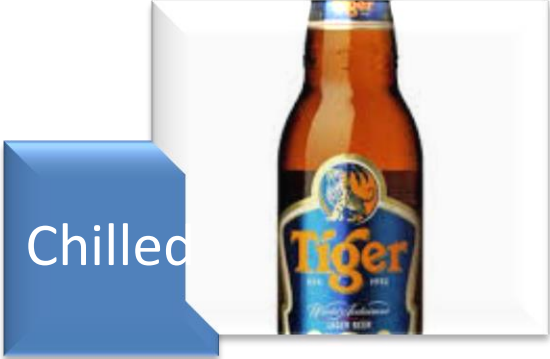
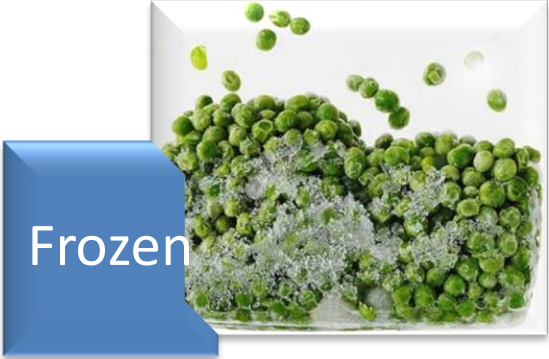
➤ On an average **8500** Vehicles pass through our gates **every month** in 2012 through two entry points.



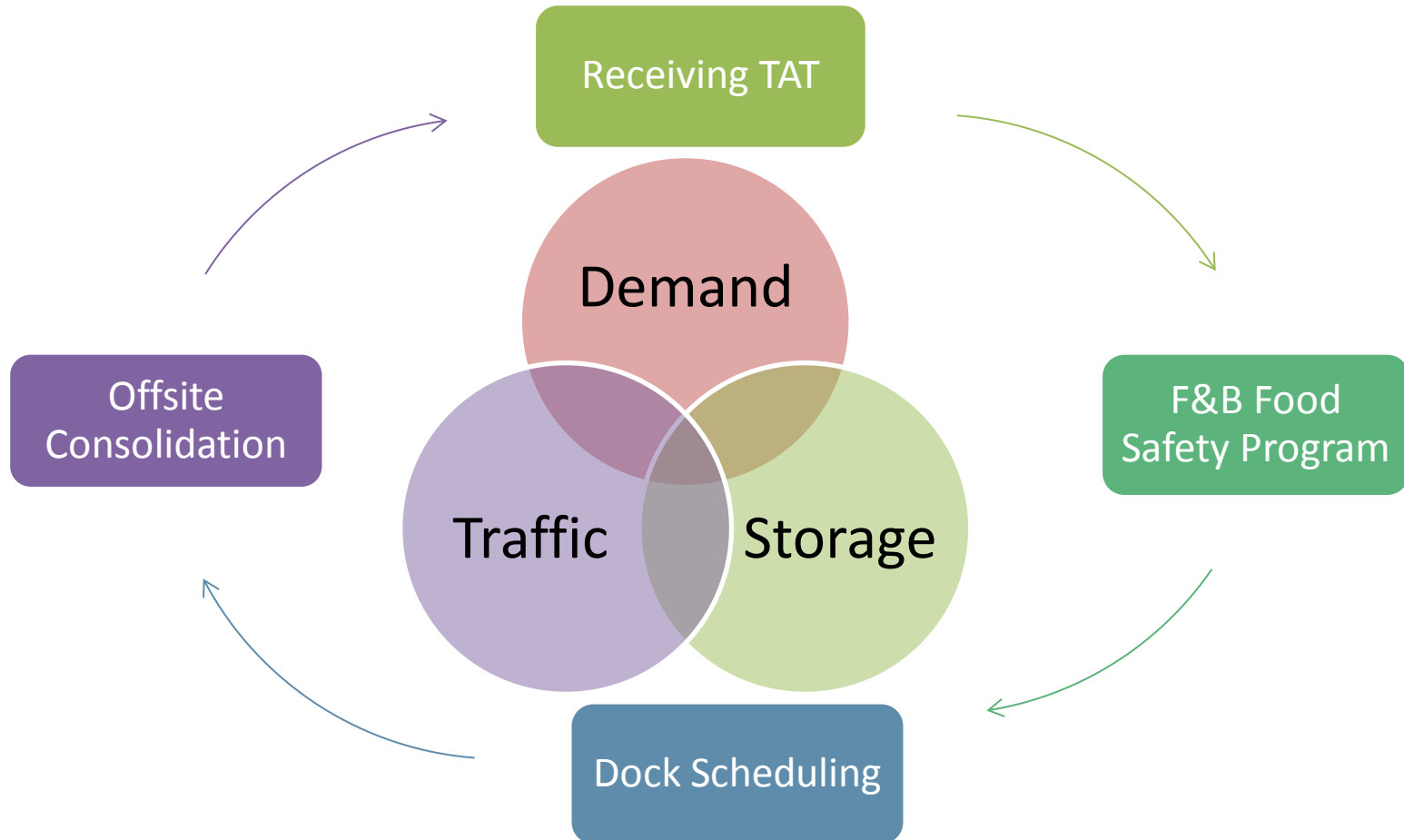
Distributed and Limited Storage



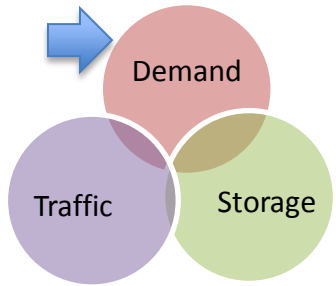
Warehouse Complexity



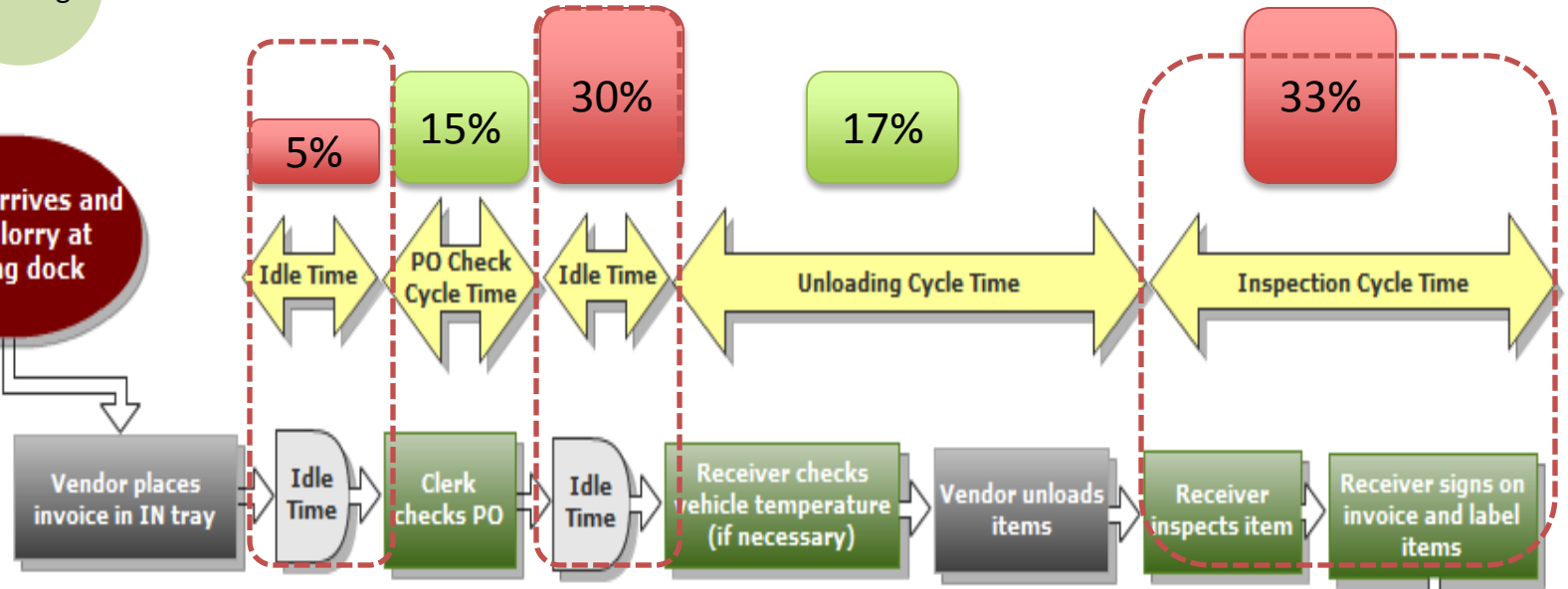
Supply Chain Initiatives @ MBS



Receiving Cycle Time : Lean 6σ

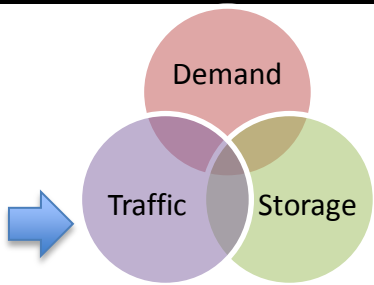


Vendor arrives and parks lorry at loading dock



Goods are labelled and ready for distribution

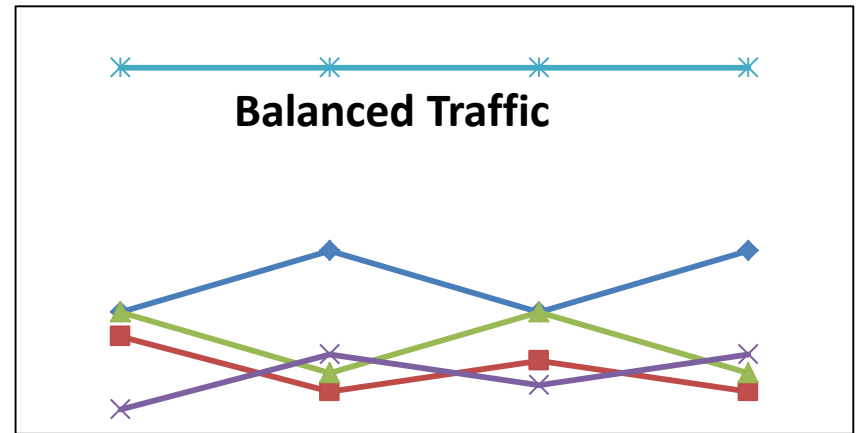
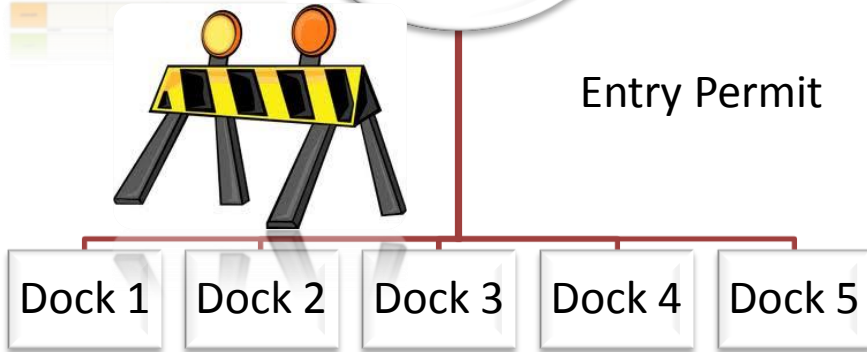
➤ **22%** improvement in cycle time by rebalancing resources to reduce idle times and improving the inspection process



Dock Management: Load Balancing

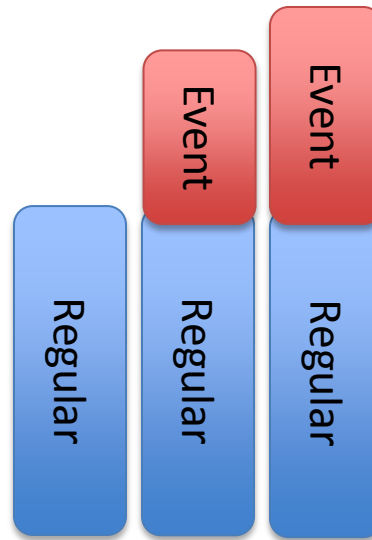


Entry Permit



➤ The online dock scheduling tool helps in traffic forecasting and load balancing

Dock Management: Load Balancing



7-10am
Perishables



10-2pm- CC
Perishables

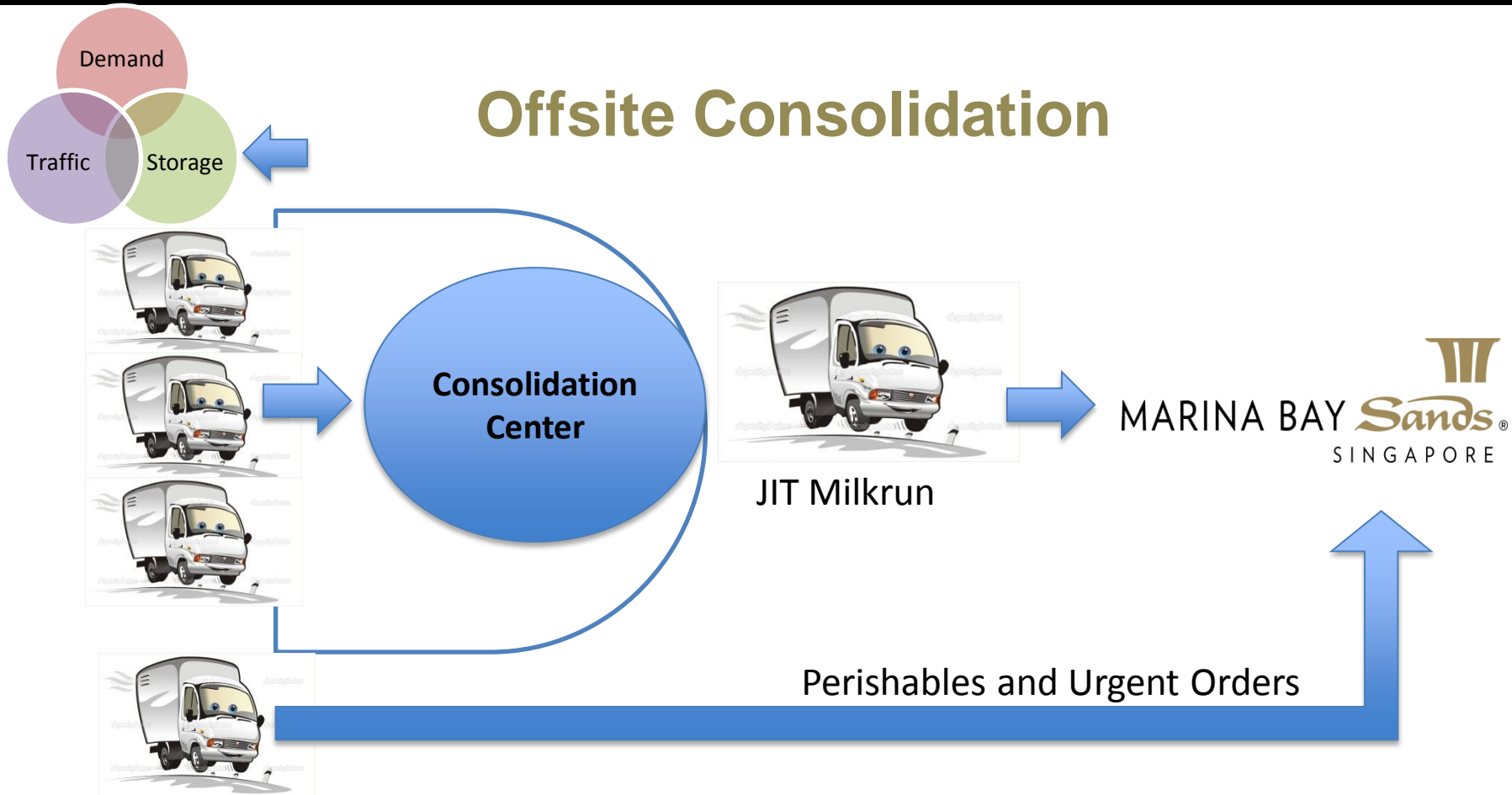


2-7pm-
Urgent
Orders,
Non Food



7pm -7am
Event –
Load ins

➤ Traffic analytics helps manage major event load ins and traffic disruptions



- Helps Augment the Storage Space by 5 times
- Reduces the traffic load at MBS

Food Safety and Hygiene



Food Safety and Hygiene Program



Supplier
Selection



Receiving



Food
Preparation



Food Served

Farm to Fork

Food Safety and Hygiene Program



Delivery and Receiving Standards



Food Safety & Hygiene Checks



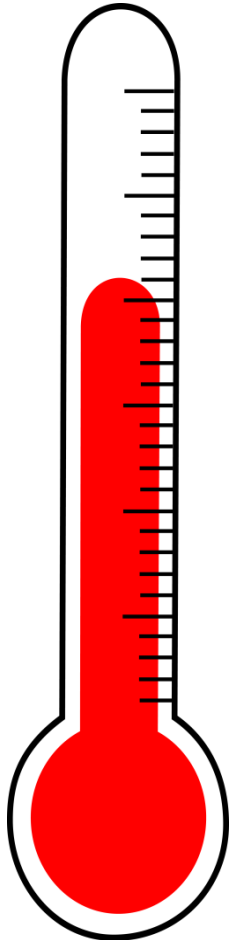
Consistent Receiving Procedure, SOP



Food Quality Inspection Technique

Receive and Store Products Training

Safety and Hygiene Specifications



CHILLED: **0°C - 4°C (32°F - 39°F)**

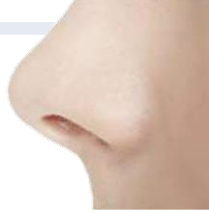
FROZEN: **-12°C (10°F) & below**

SUSHI: **0°C - 8°C (32°F - 46°F)**

Food Inspection Techniques









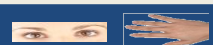
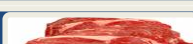





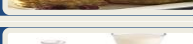







See



Smell



Touch

FOOD CATEGORY	CHILLED	FROZEN	LIVE
 Vegetables / Fruits			
 Seafood			
 Meat			
 Ready To Eat			
 Dairy			
 Dry Goods			
 Beverages			
 Eggs			

Corrective Action Request Process

Containment

1. Isolate
2. Sort and Recall
3. Replenish

Root Cause Analysis

1. Analyze root cause
2. Identify Corrective Action

Remediation

1. Implement corrective action
2. Evaluate
3. Control

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Thank You!



Questions ?

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