

Charting a path to supply chain transparency



Limited visibility

Limited visibility across the supply chain remains a growing concern for retailers and manufacturers.

Visibility Hurdles



Consumer concern about product safety and sustainability

Demand for greater visibility and product disclosure



Increased risks associated with the digital age

Use of social media has impacts on brand reputation and share price



Corporate supply chain practices

Attracting increasing social, legal and regulatory scrutiny



69%

organizations do not have **full visibility** of their supply chains ¹



87%

of consumers stated they would purchase a product **based on values** ²



76%

consumers would **boycott a brand** if it supported an issue contrary to their beliefs ²

Challenges with the supply chain

Navigating today's global market is riskier and more complex than ever before with supply chain challenges on the rise.

Supply Chain Challenges



Outsourcing

To globally distributed supplier networks



Accelerated lead times

Including same-day shipping or made-to-order manufacturing



Tailored delivery

To meet fulfillment expectations



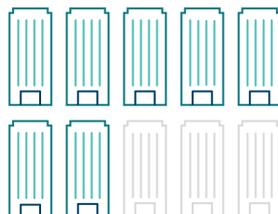
Mass customization

For more choice in products and services



Aquisitions and consolidation

Integrating multiple systems, processes and infrastructures



7 in 10 firms

consider their supply chain to be either **very or extremely complex** ³



63%

of businesses do not use any technology to monitor their **supply chain performance** ⁴

Increasing transparency

Supply chain transparency is a cornerstone of responsible conduct and a powerful tool for promoting corporate responsibility.



13%

of manufacturers said they have **"complete" visibility** past their Tier 1 suppliers and into their Tier 2 and beyond ⁵



65%

of supply chain professionals have experienced at least one **supply chain disruption** ⁴

To achieve greater supply chain visibility, retailers and manufacturers need to overcome several mounting obstacles:

Globalization 
Time, distance and communication issues

Tiered supply structure 
Blurred visibility past Tier 1 suppliers

Outdated technology 
Older systems lack tools and reporting processes

Siloed processes and functions 
Lack of awareness of what other departments are doing

The solution to these challenges is not making the supply chain less complex, but rather embracing this complexity and making it a flexible, integral part of your business practices.

Future focus

While finding solutions for the obstacles of today, it is important to look forward to the insights of tomorrow.



Blockchain

69%

of companies are spending to **understand the technology** ⁶



Customer Experience

61%

of companies are improving **customer feedback mechanisms** ⁶



Automation

83%

of companies will be looking at **supply chain automation** by the end of 2018 ⁷



e-Commerce

66%

of companies utilize a **freight forwarder** to support their cross-border activities ⁷

Find more strategic transparency insights at UL.com/Perspectives

¹ Business Continuity Institute (BCI), "The BCI Supply Chain Resilience Report," 2017

² Cone Communications, "2017 Cone Communications CSR Study: Consumers Want Brands That Share Their Values & Beliefs," 2017

³ GEODIS, "GEODIS 2017 Supply Chain Worldwide Survey," 2017

⁴ Business Continuity Institute (BCI), "The BCI Supply Chain Resilience Report," 2017

⁵ KPMG, "The KPMG International 2016 Global Manufacturing Outlook survey," 2016

⁶ 3Gtms & Eye For Transport, "Supply Chain Hot Trends : Q1 & Q2 2018," 2018

⁷ <https://explorewms.com/key-supply-chain-management-statistics.html>