



Unraveling the complexity of supply chain transparency

Importance of visibility and insight

Without effective supply chain transparency, businesses have a significant blind spot in their risk management structure.

The lack of visibility and insight could have a devastating impact on:

- Competitiveness
- Profitability
- Brand reputation



94% of consumers say they would be loyal to a brand that offers **complete transparency**.¹

Full supply chain visibility has risen to the **3rd most important** strategic priority in 2017.²

Challenge of big data

Big data offers enormous value, but also creates substantial challenges.

Simply collecting data is not sufficient. Disparate data needs to be properly integrated, verified and analyzed in order to make fast, well-informed decisions.



Systems and processes to acquire, manage and extract insights across multiple lines.



Ability to control and manage disparate data from offline processes and multi-tiered suppliers.



Methods to securely share data between suppliers and third parties.



Enterprise-wide data analysis and collaboration rather than isolated functions and processes.

Embracing complexity with intelligence

The key to transparency is having systems and processes in place to acquire, manage and use data insights.



63% of businesses **do not use any technology** to monitor their supply chain performance.³

The next big thing in supply chain technologies⁴:

- Cloud computing
- Data analysis
- Internet of things

Transparent information

If the proper data analysis systems aren't implemented, the lack of visibility and insight directly increases a company's reputational risk.



25% Only 25% of executives are confident that their current reporting **meets the information needs** of investors and stakeholders.⁵

Information is an important part of the supply chain yet often includes intellectual property and other protected proprietary information.



6% Only 6% of firms said they had achieved **full visibility**.⁶

Ensuring sustainability

Despite growing pressure, many companies still do not have an understanding of sustainability on their supply chain.

Key ways to approach sustainability⁷:

- Alignment** with company culture
- Compliance** with regulations and commitments
- Application** of guidance from international frameworks
- Collaboration** with industry initiatives
- Disclosure** of their efforts using reporting mechanisms

Future considerations

All organizations should look at how they can:

- Integrate their security requirements into their supply chain processes
- Extend those requirements to their suppliers' suppliers
- Check that their requirements are being met

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¹ Label Insight, "2016 Transparency RIO Study," 2016
^{2, 4, 6} GEODIS, "GEODIS 2017 Supply Chain Worldwide Survey," 2017
³ Business Continuity Institute (BCI), "The BCI Supply Chain Resilience Report," 2017
⁵ Environmental Leader, "What will revolutionize sustainability reporting in 2016 and beyond," November 2015
⁷ Ernst & Young "The State of Sustainable Supply Chains," 2016