



From risk to resilience:

Using analytics and visualization to reduce supply chain vulnerability

by Kelly Marchese and Jerry O'Dwyer

What's the story?

Over the last decade, supply chain risk has become an increasingly pertinent issue for many business leaders. A recent survey of nearly 600 global manufacturing and retail executives found that 48% of the executives reported an increase in the frequency of supply chain risk events that had negative outcomes. And, not only are these risks becoming more frequent, they're also becoming more costly, according to 53% of the survey's respondents.

Companies across diverse industries have widely accepted that complex global supply chains require sophisticated, connected tools to monitor risks, predict disruptions, and support rapid recovery as part of an overall resilience strategy. For leading companies, this line of thinking has given way to an increase in the adoption of advanced tools grounded

in analytics and visualization. In this article, the authors discuss how data analytics tools can help mitigate supply chain risk and build resilience.

Who at my client is impacted?

- **Sectors:** Cross-sector
- **Roles/departments:** Operations, strategy, analytics
- **Levels:** C-Suite, executive, manager

What issues does this address?

Using case studies to demonstrate how companies addressed or averted supply chain crises, the article advises executives on how to bolster

their supply chain's resilience through four "resilience pillars":

- **Visibility** encompasses a company's ability to track and monitor supply chain events and patterns and proactively turn these insights into actions
- **Flexibility** refers to a company's ability to adapt to disruptions without significantly increasing its operational costs
- **Collaboration** refers to a company's ability to develop symbiotic, trust-based

relationships with supply chain partners and other key strategic networks

- **Control** refers to a company's ability to implement policies and execute processes that prevent disruptions

Focused investments in analytics and data visualization tools can help companies increase supply chain resilience and can also help a company prioritize efforts, measure results, and strengthen the ability to address and respond to vulnerabilities.

Who can tell me more?

For more information, and to discuss how this article may be relevant to your client, contact:

- **Kelly Marchese**, principal, Deloitte Consulting LLP
- **Jerry O'Dwyer**, principal, Deloitte Consulting LLP

What do I do now?



- View a brief DU Press Soundbite that provides additional details



- Read the full article at www.dupress.com



- Email a copy of the report to clients/targets



- Contact the author and other SMEs to arrange one-on-one client meetings/briefings on the article topic



- Print a copy of the article to give to your clients



- Post the article to your social networks on Linked In, Twitter, and Facebook