

Supply Chain Consulting

# The executive's guide to successfully navigating the supply chain





# The executive's guide to successfully navigating the supply chain

The supply chain industry stands at a pivotal crossroads. It has been dramatically changed by global disruptions and continues to be reshaped by rapid technological advances and shifting competitive pressures. Challenges, including geopolitical tensions and climate change, are mounting. Companies are under pressure to develop the agility and resilience they need to navigate increased volatility and maintain smooth operations. Technologies like artificial intelligence are becoming game-changers by offering predictive analytics, real-time tracking

and smart decision-making that enhance efficiency and reduce risks. Customer experience is now central to supply chain strategy. Businesses are working to deliver on promises of speed, reliability and transparency. Sustainability, once seen as optional, is a key growth driver. Reducing carbon emissions, minimizing waste and adopting responsible sourcing help companies meet eco-conscious consumer demands while boosting operational efficiency and building a stronger, more resilient supply chain for the future.

Developing agility and resilience amid disruption

Why AI is becoming a crucial game-changer

How organizations can make good on the customer promise

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Shaping the future of the supply chain

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# Developing agility and resilience amid disruption



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# Developing agility and resilience amid disruption

Companies are still grappling with building resilient and agile networks, and even rethinking supply chain strategies, five years after the pandemic. The resulting state of operations includes widespread delays, product shortages and rising costs. There is also pressure to adopt technology-driven solutions to better manage multipronged disruptions while trying to balance costs and meet customer expectations.

Enterprises must address these issues by adopting better risk management strategies or face heightened exposure to future disruptions. Effective risk management is critical and can help companies build the required agility and resilience that has become a requisite for today's operations.

With enterprise and operational agility, companies can rapidly adjust to sudden changes in supply and demand, reroute logistics or even pivot to other suppliers when needed. This flexibility can ensure businesses maintain operations and minimize delays

while meeting customer expectations, even during crises.

Agility can build the resilience muscle, helping organizations withstand and recover quickly from disruptions and return to normal operations faster. New technologies like real-time data analytics and forecasting models help companies anticipate potential challenges and create contingency plans. Building resilience not only reduces the financial impact of disruptions but also improves brand reputation, which encourages trust and loyalty. Supply chain agility and resilience provide a competitive advantage to gain market share, and both are essential for long-term growth and success. Organizations can beat the increasing volatility by investing in new capabilities like artificial intelligence (AI), forging deeper partner relationships and investing in change management to increase their likelihood of success.



# Key supply chain trends

**Relationships are the backbone of the industry and deliver success.** The 2025 Third-Party Logistics Study shows that shippers (89%) and 3PLs (95%) agree their relationships are successful.<sup>1</sup> However, both recognize opportunities to improve the quality of their relationships. More importantly, shippers are happy with 3PL IT capabilities, as satisfaction scores jumped from 49% last year to 87% this year.

**Technologies will be critical for building both agility and resilience.** According to our study, the top five sought-after technologies are:

- Control tower visibility (68%)
- Transportation management planning (54%) and scheduling (53%)
- Warehouse distribution center management (53%)
- Advanced analytics and data mining tools (49%)
- Cloud-based solutions (40%)

**AI is becoming a competitive advantage.**

Technology is transforming supply chains, and AI is helping shippers and 3PLs enhance efficiency,

accuracy and resilience. But more importantly, 3PLs using AI solutions are gaining a competitive advantage. Most shippers say a 3PL's use of AI would affect their choice of 3PL partner.

**Invest in agility and resilience.** 3PLs are investing in solutions like AI to use assets better, provide more service, make predictions, and improve agility and resiliency. Shippers and their logistics providers are investing in technology to be more flexible, prevent and manage problems, and improve networks. AI is becoming a key technology for everything from finding and keeping track of products to transportation and vehicle maintenance.



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# 5 best practices:

## For enterprise resilience and growth

Here are five best practices that organizations can incorporate to build agility and resilience:

**1 Diversify suppliers and geographic locations and focus on building deep partnerships.** Build relationships with multiple suppliers across different locations to reduce reliance on a single supplier or region. Doing so will also mitigate risks related to political instability, natural disasters or supply chain disruptions in one region. Periodically assess supplier risk based on geopolitical, environmental and financial factors. Consider near-shoring to mitigate risks, reduce waste management and improve speed.

**2 Develop contingency and continuity plans.** Create a robust business continuity plan that includes details on handling disruptions like supplier shutdowns, transportation delays or economic downturns. Regularly test these plans through simulations to ensure preparedness. And regularly assess risks to identify vulnerabilities in the supply chain. Establish backup suppliers and alternative transportation routes that can be quickly activated during emergencies.

**3 Build real-time visibility into operations.** Real-time data provides the agility needed to respond quickly to disruptions. Invest in technologies such as IoT sensors, blockchain and cloud-based platforms to track and monitor shipments, inventory and supplier performance in real time. Implement control towers, which serve as centralized data hubs, to provide end-to-end visibility and enable quick decision-making during disruptions. In our 2025 3PL study, control tower visibility ranked as the top shipper must-have, with 68% of respondents noting it.<sup>1</sup>

**4 Increase inventory management efficiency.** Balance lean inventory practices and strategic safety stock to absorb unexpected changes in supply or demand. Use AI-powered demand forecasting tools like machine learning (ML) to predict fluctuations. Adopt a flexible inventory plan. Adjust buffer stock based on market conditions and use just-in-time (JIT) inventory for critical items that may be prone to disruptions.

**5 Use flexible logistics and transportation.** Partner with logistics providers that offer flexibility in transportation modes (air, sea, road) and routes. This will allow for quick adjustments during crises, delays or capacity issues. Use freight aggregation platforms or on-demand transportation networks to adapt quickly to evolving situations.



# How we're helping companies mitigate risk, build resilience and grow



## **VANDERLANDE**

### Reimagining the supply chain network results in increased profitability

Vanderlande, a leader in logistics process automation, worked with NTT DATA supply chain design experts to create a new network that delivers custom solutions to its customers. This resulted in shorter lead times, lower costs and more money. Some of the tangible benefits included:

- 10% reduction in landed costs
- 6–9 week reduction in lead time
- A highly accurate model to deliver high-confidence, investment-grade results that helped strike a balance between in-house manufacturing and outsourcing production
- Increased local sourcing, focusing on the production of high-value-add items

[Read the full case study](#)



### Reimagining the supply chain network results in increased profitability

One of the world's largest nutrition companies and a leader in both human and animal nutrition worked with NTT DATA to deal with supply chain disruptions and minimize supply chain costs and capital expenditure.

Using NTT DATA's proven supply chain design methods and a digital model to compare various scenarios in a desired future state resulted in:

- \$10–12 million in savings per year (12–15% of costs in play) from the primary strategy, without eroding customer service levels
- \$7–9 million in savings per year from the secondary strategy, which also raised customer service levels due to in-region sourcing and improved plant capacity utilization

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# Why AI is becoming a crucial game-changer



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# Why AI is becoming a crucial game-changer

As technology continues to transform supply chains, there is no denying that AI is helping shippers and 3PLs enhance efficiency, reduce costs and increase customer satisfaction. According to our report, shippers and 3PLs agree that the greatest return on investment will come from service level improvements (40% of shippers, 37% of 3PLs) and data accuracy (34% of shippers, 39% of 3PLs).<sup>1</sup>

Even as AI promises a host of benefits, it will be several years before it is widely used. Organizations will continue to face barriers when it comes to implementing these initiatives on a mass scale. According to our report, the top three barriers 3PLs cite are integration with existing systems (28%), a lack of skilled personnel (25%) and high initial investment costs (14%).<sup>1</sup>

These challenges aside, one of the most important factors in supply chain performance is data quality. Bad data is like a broken conveyor belt, halting flow and causing bottlenecks in the supply chain. Despite

holding much promise, poor data can derail AI efforts. Many supply chain professionals don't trust the results of AI. It takes a lot of high-quality data to deliver reliable outcomes, and quality data continues to challenge organizations. Poor data also makes it harder for organizations to try automation and use insights to make decisions.

AI has great potential in supply chain functions. But first, organizations will need to overcome issues related to data quality, inconsistency, incompleteness and bias. Organizations can do this by implementing data governance; cleaning, storing and standardizing data; and continuously monitoring and validating their data.

**AI is a critical competitive differentiator:**

As high as **74%** of shippers say they would switch 3PL providers based on their AI capabilities.<sup>1</sup>



# The promise of AI in supply chain

**Supply and demand forecasting.** AI can analyze historical data, market trends, weather and consumer behavior to provide more accurate demand forecasts. Improved forecasts help organizations optimize inventory levels, manage costs and accurately predict transportation needs.

**Transportation and route optimization.** AI can analyze historical data, traffic patterns, weather and delivery constraints to optimize route planning and scheduling. This reduces cost and fuel consumption and improves delivery times.

**Order management.** AI-powered technology helps shippers and 3PLs track inventory in real time, predict inventory needs and automate reordering processes. This ensures that the right number of products are available at the right time, which reduces holding costs and improves cash flow.

**Warehouse automation.** AI can improve operations by ensuring order fulfillment accuracy

and forecasting labor needs. It can improve picking, packing and sorting tasks. AI also enables dynamic slotting, which creates the most efficient slotting patterns based on orders and seasonality. Lastly, it can improve pickup routing, reducing travel time.

**Customer service.** AI's ability to predict and act helps companies improve demand forecasting. It optimizes inventory levels with real-time visibility and minimizes uncertainty with better tracking. AI can also automate routing tasks, which increases efficiency and reduces errors.

**Supplier management.** AI can analyze historical data and external factors, and then predict financial and political problems, natural disasters or even concerns over ethical sourcing. This helps businesses identify the right suppliers and sourcing locations or nearshoring opportunities.



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# 5 best practices:

## For success in data and AI

Here are five essential data and AI strategies that can prime supply chain organizations for success:

**1 Relentless focus on data quality and governance.** AI systems are only as good as the data on which they're trained. Good data governance practices have people or teams who are responsible for overseeing data quality, compliance and integrity across the supply chain. This approach cleans, validates and standardizes data from multiple sources.

**2 Ensure end-to-end visibility.** Ensure cross-departmental data sharing by deploying cloud-based platforms that also offer scalability. This gives organizations a holistic view of their data, which improves forecasting, inventory management and demand planning. Use IoT, sensors and other tracking mechanisms to provide real-time data from various touchpoints in the supply chain. This will ensure that AI models have up-to-date information to improve processes or make predictions.

**3 Focus on ethical AI and transparency.** AI explainability models are critical for success while building trust with stakeholders and ensuring regulatory compliance. Implement models that provide transparency in decision-making by actively monitoring for biases in algorithms. Doing so ensures fair and ethical AI that supports a diverse and global supply chain.

**4 Invest in scalable infrastructure.** Cloud solutions offer the scalability organizations need to process large volumes of data quickly. They can also integrate with emerging AI tools and platforms as the supply chain grows. Cloud-based solutions, open standards and application programming interfaces (APIs) ensure interoperability. Enable data and AI tools to integrate seamlessly with legacy systems and external partners.

**5 Develop strong inhouse talent.** Data and AI literacy is the foundation for long-term success. Educate supply chain teams on data best practices and AI fundamentals by partnering with vendors and experts specializing in AI solutions. This will help organizations stay ahead of new developments and become efficient in implementation. Also encourage collaboration between data scientists and supply chain experts to design relevant solutions.



## How we're helping clients succeed

### Fintyre takes earnings before interest, taxes, depreciation and amortization (EBITDA) from a heavy loss to a more than €12 million gain in four years



Fintyre, a replacement tire distributor in Italy, sought to transform its supply chain operations to regain profitability and exit insolvency.

NTT DATA supply chain consultants delivered a complete data analytics solution. This enabled Fintyre's leadership to make strategic decisions across its entire supply chain.

Together, Fintyre and NTT DATA created strategies to adjust product mix, pricing, inventory and distribution. The team created ways to collect and combine data

that make it easy to use Microsoft Excel add-ins. This helped Fintyre:

- Optimize 14 warehouses for product mix and distribution
- Achieve a 75% same-day delivery rate
- Transform EBITDA from a heavy loss to a more than €12 million gain in four years
- Exit receivership in a fifth of the typical time required
- Achieve bias-free forecasting for the last two years
- Nearly double the inventory turnover rate in three years



“NTT DATA helped us turn data into intelligence so that we could transform our supply chain and quickly return to profitability.”

— **Wissam Shiradeh**,  
Chief Operating Officer,  
Fintyre S.P.A.

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**TRINITY INDUSTRIES**

### Trinity transforms rail services with modern infrastructure and real-time railcar intelligence

As a leading provider of railcar products and services in North America, Trinity transforms rail services with modern infrastructure and real-time railcar intelligence.

TrinityRail has been working with NTT DATA since 2018. Together, we developed Trinsight™, a digital platform that helps businesses:

- Improve productivity and efficiency
- Deliver real-time visibility of railcar and cargo status
- Integrate telemetry and ML-enabled analytics
- Modernize secure cloud servers and edge computations to process and stream data with no business interruption
- Enhance employee productivity tools and applications
- Fast-track customer acquisition through improved customer relationship management (CRM)

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# How organizations can make good on the customer promise



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# How organizations can make good on the customer promise

Every customer touchpoint matters, every touchpoint is an opportunity to shape, reshape and improve brand perception. Missed or delayed delivery, poor online user experience, stockouts, unresponsive helplines and painful return experiences can turn off customers and adversely affect brand perception.

Overcoming these challenges is no easy task, because most supply chain organizations are not concerned with every aspect of the customer journey but rather only segments. They don't have a complete view of the customer journey. This makes it that much more challenging for leaders to design and orchestrate a holistic CX strategy.

Our 2025 3PL report reveals two trends in this space — direct-to-consumer (D2C) and sustainability — that can have a big impact on CX.<sup>1</sup> Both of these areas will have long-term implications for supply chains.

D2C sales that spiked during the pandemic continue to be critical for manufacturers and retailers. In the D2C experience,

speed has emerged as the most critical differentiator, with consumers overwhelmingly expecting shipping in three days or less, according to the 3PL study.<sup>1</sup> This puts more pressure on shippers and their logistics partners to increase efficiency and deliver a seamless experience.

Consumers are also increasingly concerned about the environmental impact of their purchases. Organizations are responding by integrating sustainable practices into their supply chains. These include reducing packing materials, incorporating recycled materials into packaging and increasing transparency. About half of shippers (47%) say their highest priority within the D2C customer promise is a general brand commitment to reduce environmental impact in the supply chain.<sup>1</sup>

As challenges continue to mount, leaders will need to focus on making the right technology investments and adopting key data in analytics solutions to deliver superior and differentiated CX. All the while reducing their carbon footprint and making good on their sustainability promise.



# CX trends in supply chain

**Speed is a critical differentiator.** Shippers and 3PLs agree that delivery speed — two versus three days — is the top differentiator within the marketplace.<sup>1</sup> This also puts more pressure on shippers and their logistics partners to increase efficiency and deliver a seamless delivery experience.

**Nobody wants to bear the cost.** Although rapid delivery is a priority, 30% of shippers and 3PLs report they are not willing to absorb any costs related to shipping speeds.<sup>1</sup> However, both (44% of shippers and 38% of 3PLs) are willing to absorb a small percentage of the cost.

**Sustainability initiatives.** Many consumers, especially younger consumers, consider sustainability an important part of a brand's overall environmental strategy. Both 3PLs and shippers are focusing on it to meet this consumer need.

**Returns are a key differentiator.** The return experience can help boost sales and increase customer loyalty. However, brands must balance the cost of returns with consumer convenience. Our analysis of D2C brands over the last three years shows that the more time a consumer spends setting up a return inevitably results in reduced repurchasing over the next 120 days.



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# 5 best practices:

## To delight customers

Here are five best practices organizations can use to enhance the customer experience:

- 1 Focus on quick, flexible and reliable delivery.** Ensuring an easy delivery experience can earn customer loyalty. Offer multiple and flexible delivery options, including same-day or next-day delivery, to meet varying customer needs. If speed is a priority, plan. Then choose shipping options that best fit the organization's schedule and adopt local fulfillment centers. 3PLs can work with shippers to simulate supply chain networks using different ports and routes, alternate suppliers, and varying levels of inventories and modes of transportation. The model helps shippers decide which locations should serve which channels, optimal supplier locations, the best ports of entry and the ideal positions for brick-and-mortar warehouses.
- 2 Offer real-time visibility and tracking.** Transparency into order status and delivery timelines helps reduce uncertainty while building trust. Enable customers to track their orders in real time through AI-driven, integrated tracking systems and opt-in and email facilities. Communicate proactively about potential delays or other issues to better manage expectations.
- 3 Personalize customer interactions.** Allowing customers to choose delivery preferences, such as specific time windows, delivery locations or personalized packaging, can improve brand loyalty. Analyze customer data and use that information to provide personalized promotions, loyalty programs and product recommendations. Predictive analytics can help anticipate customer needs.
- 4 Returns are quickly becoming a key differentiator.** Brands must balance the cost of returns with the convenience consumers demand to capture sales and build loyalty. Low-contact, low-effort returns, which can be initiated via an app and don't require any labeling or packing, are the most likely to build customer loyalty. Streamline the return process by providing easy-to-use return labels, clear instructions and convenient drop-off locations. Also consider sustainable options like QR codes or paperless returns.
- 5 Ensure continuous improvement.** Use feedback to implement continuous improvements, such as better delivery times and communication or refining product offerings. Websites, social media channels or chatbots can deliver immediate customer feedback or resolve issues. That data helps companies make continuous improvements to their CX strategy.



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# How we're helping companies provide exceptional experiences

## Comifar maintains a high level of customer service and accelerates growth



Comifar is Italy's biggest pharmaceutical distributor. Its unnecessarily high stock levels and increased destruction of expired medical material resulted in revenue loss.

lots and provides a medium-term plan for both logistics and warehousing so the company will be ready to accommodate and deliver required safety stock. Other results included:

- 37% reduction in wasteful intra-warehouse orders
- 18% reduction in stock coverage levels
- 14% increase in forecasts
- 53% reduction in sales losses
- Increased margin growth by as much as €1.3 million per year

NTT DATA worked with Comifar to revise demand planning and now delivers timely statistical forecasts using an algorithm suited to the company's historical profile. The distribution planning process determines the ideal level of safety stock to maintain a high level of customer service. It also determines the ideal supply of economic

[Read the full case study](#)

## Specialty retailer ensures long-term value delivery



When a leading musical equipment retailer wanted to move beyond its legacy forecasting and planning systems, it worked with NTT DATA to find new ways to maximize value and confidence.

After comparing the retailer's initial list of desired capabilities to NTT DATA's key functionality and best practices for the retail market, the team added requirements that were unique to its business model. An extensive supply chain operations and planning discovery effort included detailed demand data analytics and segmentation. This purpose-fit, bottom-up approach led to a comprehensive list that reflects the retailer's current and future needs. The outcomes included:

- Maximizing product availability for customers
- Minimizing operating costs and improving responsiveness
- Addressing current- and future-state operating models and planning processes

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# Why sustainability powers business growth



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# Why sustainability powers business growth

Sustainability isn't just a moral imperative for supply chains. It is a catalyst for business growth. Sustainability builds customer trust, aligns with regulatory mandates and attracts investors. It also meets consumers' and partners' rising demands for eco-conscious products and practices.

By adopting sustainable practices, companies can differentiate themselves from the competition while building trust and loyalty. These practices also attract a broader customer base, because sustainability initiatives are an important consideration for consumers, especially younger consumers. According to our study, both shippers and 3PLs are rising to meet these expectations.<sup>1</sup> Shippers (45%) rank transparency into where products are sourced as the highest priority within the D2C customer promise. For 3PLs (47%), it's a general brand commitment to reduce environmental impact in the supply chain. Both shippers and 3PLs (39%) rank reducing packing materials as the third-highest priority.

Companies are trying to meet customer expectations and grow their customer base by using sustainable practices. As regulators push companies to use more sustainable operations governments and international regulatory bodies are implementing stricter environmental policies. Companies that actively use green practices like reducing emissions, minimizing waste and sourcing ethically are better positioned for compliance. They can also avoid potential penalties. While this helps companies reduce operational risks, greater gains include new business opportunities and partnerships as well as better sustainability-related incentives.

Most importantly, companies that shift their focus to investing in sustainable innovation can reduce costs and boost business growth. Energy-efficient technologies, circular supply chain models and AI-optimized transportation routes can significantly reduce operational costs. Companies can also enhance their reputation as industry leaders, attract investment from stakeholders and position themselves as forward-thinking leaders.

# Sustainability trends in supply chain

**Sustainability initiatives are often an important consideration for consumers and part of a brand's overall environmental strategy.** However, 3PLs and shippers differ in their priorities within the D2C space. For 3PLs (47%), it is the general brand commitment to reduce environmental impact in the supply chain. For shippers (45%), it is transparency into where products are sourced. Both groups (39%) rank reduction of packing materials third.<sup>1</sup>

**Nearshoring:** Over 70% of 3PL and shippers are considering adjusting sources of supply to more local/domestic.<sup>1</sup> The top three factors driving organizations to nearshore are supply chain vulnerabilities, increased supply chain resilience and customer service levels.

## Sustainability practices:

- Nike is making progress on an FY23 target of “70% absolute reduction of greenhouse gas (GHG) emissions in owned or operated facilities through 100% renewable electricity and fleet electrification.”<sup>2</sup>
- The Coca Cola Company says that “62% of the equivalent bottles and cans introduced into the market in 2023 were collected and refilled or collected for recycling.”<sup>3</sup> The company also “set a target to reduce our Scope 1, 2 and 3 emissions in line with a 1.5°C trajectory by 2035, from a 2019 baseline.”<sup>4</sup>
- Unilever is committed to sustainable sourcing: “95% volume of key crops [will] be verified as sustainably sourced by 2030” and 100% of plastic packaging will be reusable, recyclable or compostable by 2030 (for rigids) and 2035 (for flexibles)<sup>5</sup>



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# 5 best practices:

## For a sustainable supply chain

Here are five best practices organizations can use to improve sustainability in the supply chain:

**1 Reduce carbon emissions.** Invest in energy-efficient technologies and switch to electric or hybrid fleets. Adopt data analytics solutions to optimize transportation routes to reduce fuel consumption and emissions. Use renewable energy to power warehouses and manufacturing facilities. Setting up well-defined business rules in order management systems helps reduce the number of split shipments. Minimizing split shipments reduces packaging and the fuel required to ship customer orders.

**2 Implement circular supply chains.** Shift from traditional linear models to circular supply chains that reuse, recycle or remanufacture resources. This can include product take-back programs, designing for disassembly, or partnering with suppliers who source or use sustainable materials and reusable packaging.

**3 Improve waste management.** Reduce waste throughout the supply chain by minimizing overproduction, implementing lean management principles, streamlining packaging and improving inventory management. Develop a zero-waste strategy by conducting regular waste audits to identify inefficiencies and set goals for waste reduction, reuse or recycling.

**4 Source responsibly and ethically.** Ensure suppliers adhere to sustainable and ethical sourcing practices by establishing strict guidelines for labor conditions, environmental impact and resource management. Prioritize partnerships with suppliers who have sustainability certifications like Fair Trade or Rainforest Alliance. Consider using blockchain to track and verify the origin of materials and products to ensure ethical sourcing.

**5 Leverage digital technologies.** Use digital tools and technologies, such as IoT sensors and AI-powered analytics, to track energy use and emissions and to optimize resource efficiency. Automation reduces manual errors and improves operational efficiency, which lowers overall environmental impact. Predictive analytics helps anticipate demand and optimize inventory, which reduces overproduction and waste. Consider smart warehouse systems that automate energy management and use sensors for lighting and temperature control.



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# How we're helping clients meet sustainability goals and build growth

## 40% expected reduction in CO2 emissions by 2025 for a global home appliance company



A global home appliance company wanted to achieve net-zero operations by 2030 (short-term goal) and a net-zero-emission value chain by 2050 (long-term goal).

NTT DATA reviewed the company's European transportation operations to assess the feasibility and potential environmental impact of increasing the use of rail and intermodal. Digital twins compared various what-if scenarios and areas for improvement.

The approved scenario is expected to increase the share of rail and intermodal in primary transportation to over 50% by 2025. This would reduce CO2 emissions by 40% versus the 2021/2022 baseline.

[Read the full case study](#)

## Consumer goods company reduces carbon footprint by 1,800 metric tons, saving \$1.5 million in freight costs



A consumer goods company had information in two separate systems. This led to inconsistent data and product information gaps, as well as significant inefficiencies and higher costs.

The company worked with NTT DATA to evaluate its existing transportation management system and look for cost savings, packaging efficiencies and sustainability benefits.

The completed analysis revealed the company could ship 1,000 fewer truckloads per year, save an annual \$1.5 million in freight costs and reduce its carbon footprint by more than 1,800 metric tons of carbon dioxide.

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# Shaping the future of the supply chain



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# Shaping the future of the supply chain

Our supply chain consultants are visionary domain experts with decades of hands-on experience. The team combines world-class expertise with leading-edge data analytics and market intelligence to deliver innovative, fact-based strategies that address today's challenges while accelerating businesses toward tomorrow.

## What sets us apart



### Domain expertise

We are dedicated to finding and keeping the best supply chain minds and supporting them with innovative tools and proven methods to deliver meaningful outcomes.



### Innovative, practical solutions

We balance uncommon thinking with pragmatic strategies to create solutions that not only fit your business today but also move with it as it grows into the future.



### Data intelligence

We operate as a fully connected enterprise, where data is shared across silos and decision-making is supported by real-time insights. This allows us to go beyond pure consulting to deliver solution implementation.



### Partnership mentality

We work alongside our clients and welcome your expertise. We dig deep to gain a comprehensive understanding of your business, using data rather than pure instinct to establish realizable outcomes.

# What we offer



## Supply Chain Design

Future-proofing your supply chain for forecast shifts in requirements and costs over time by aligning your supply chain infrastructure with global customer demands



## Supply Chain Operations

Reducing waste and minimizing risks across your supply chain while preparing it for the future by using fact-based analysis and pragmatic delivery of leaner and more flexible operations



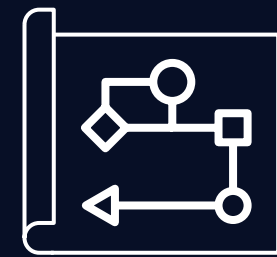
## Aftermarket Services Strategy

Defining the operating model that differentiates your after-sales services, builds deeper customer relationships and delivers more profitable revenue from services-based sales



## Integrated Demand & Supply Planning

Empowering your organization to better forecast sales and balance supply and demand by identifying opportunities and developing roadmaps for transformation that maximize the value of your supply chain



## Supply Chain Strategy

Helping you determine where to invest in the future-state capabilities needed to support corporate goals and deliver against brand promises



## Transportation

Reducing your transportation costs and improving service levels with the effective use of leading-edge technology and data intelligence, skilled resources and best-in-class approaches



## Sourcing & Procurement

Laying the foundation for your supply chain's near- and long-term transformation by generating insight into risks within your supply chain and supporting value creation



## Packaging Optimization | Sustainable Solutions

Helping you reduce costs, improve sustainability and increase customer satisfaction by taking a holistic approach in developing a packaging system design



## Supply Chain Sustainability Strategy

Identifying key areas in operations to meet your sustainability goals through innovative ideas that provide operational efficiency improvements



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## Abbreviations

- AI — artificial intelligence
- 3PL — third-party logistics
- ML — machine learning
- JIT — just in time
- API — application programming interface
- EBITDA — earnings before interest, taxes, depreciation and amortization
- CRM — customer relationship management
- CX — customer experience
- D2C — direct to consumer



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