

Agility and Resilience

Supply chain benchmarking survey

In late 2021, Körber launched a research project to understand the underlying factors that drive supply chain complexity. These are:

-  **Labor Engagement, Safety and Efficiency**
-  **End Customer Experience**
-  **Agility and Resilience**
-  **Sustainability**
-  **Digitization and Process Automation**
-  **Facility Optimization**

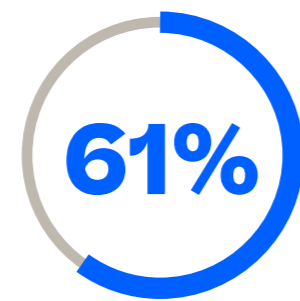
This was followed by a survey to assess current best practices and establish benchmarks. Based on their responses, participants were scored and categorized into four maturity levels:

-  **Initiating**
Significant potential for growth
-  **Advanced**
Strong performer with established capabilities
-  **Developing**
Solid performer with average capabilities
-  **Leader**
Top performer with established best practices

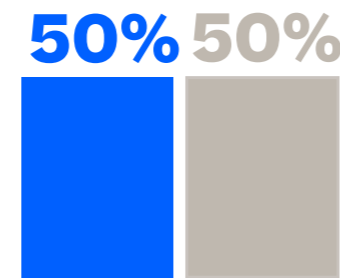
What we found

The last two years have demonstrated why building a resilient supply chain is critical. Flexibility and scalability are essential to keeping operations running despite disruptions, while visibility into the supply chain network can help businesses prepare for upcoming changes.

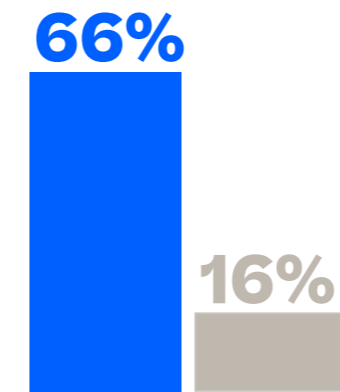
The survey results measuring Agility and Resilience suggested the topic is a key concern for supply chains, with businesses cognizant that future disruptions are very real threats.



61% of respondents said they still have IT vulnerabilities despite security measures
It's critical businesses fill any gaps in cybersecurity as quickly as possible, as an attack on one system can impact the entire supply chain.

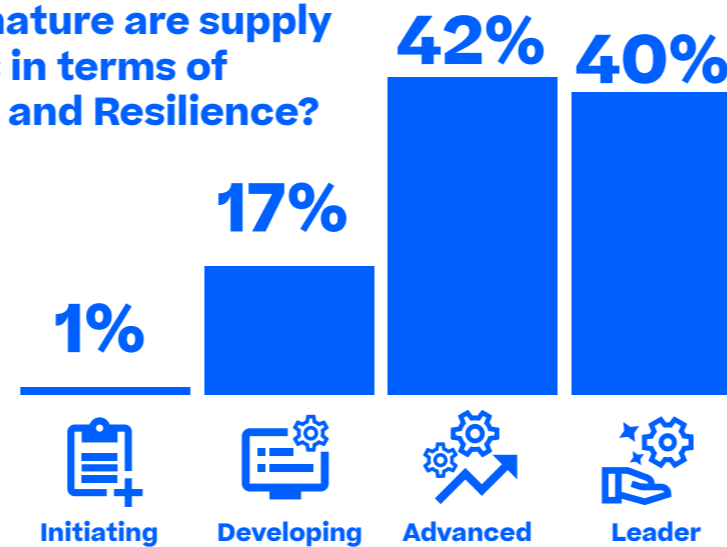


There's a 50/50 split between businesses that can manage unexpected demand fluctuations and those that can't
Businesses that feel prepared for disruption take measures such as keeping extra stock on hand or quickly hiring temporary labor.



Two-third of leaders – compared to 16% of advanced supply chains – feel their transportation options are sufficiently flexible
Planning for disruptions in the transportation network is essential to resilient supply chain operations, especially as customer demands for faster shipping climb.

Breakdown: How mature are supply chains in terms of Agility and Resilience?



Two keys to becoming a leader

1. Seeing the supply chain end-to-end

Anticipating and responding to challenges requires transparency throughout the supply chain. Better visibility allows *leaders* to prepare for upcoming challenges.



Have sufficient end-to-end visibility into own supply chain network to assess and mitigate disruptions



2. Leveraging outside relationships

Leaders have a willingness to cooperate with their wider supply chain network, working with vendors, carriers and customers to help mitigate supply chain disruptions.



External supply chain partners would collaborate with us to help mitigate supply chain disruptions



“Current crises demonstrate that there are much higher risks on the market than we were ever able to see – we are now willing to incur higher costs to manage risk.”

Division EVP at a durable goods manufacturer

Benchmarking your supply chain



For the full results from Körber's 2022 Supply Chain Benchmarking survey, and to assess how well your supply chain performs compared to industry leaders, visit benchmarking.koerber-supplychain.com

About the survey

For the 2022 Supply Chain Benchmarking Report, Körber commissioned management consultancy Roland Berger to conduct an online survey of 244 supply chain professionals across Europe and North America. Respondents self-identified as having management or executive responsibility within the supply chain function in an organization with 500 employees or more.

