



Supply Chain Resilience

Global Trade Strategy & Resilience

What is 'Resilience'?

Although many Resilience frameworks place the emphasis on developing the capabilities to 'absorb' and 'recover' from disruptions, Deloitte believe that 'prevention is better than cure'; thereby focusing on the capability to anticipate and prepare ahead of threats and disruptions.

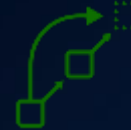


"Supply Chain Resilience is the ability of an organisation to avoid, absorb and recover from the business impact of major disruptions through a risk-balanced approach to product, supply chain strategy and network design." (Gartner)

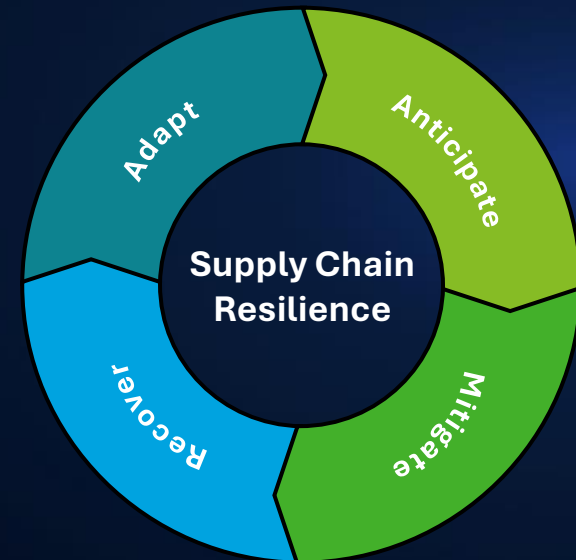


Gartner's supply chain resilience framework recommends the implementation of a Risk Management process based upon regular practice of 'scenario planning' in order to address the three components of supply chain resilience: Avoid, Absorb & Recover.

Source: Gartner Inc. 2021



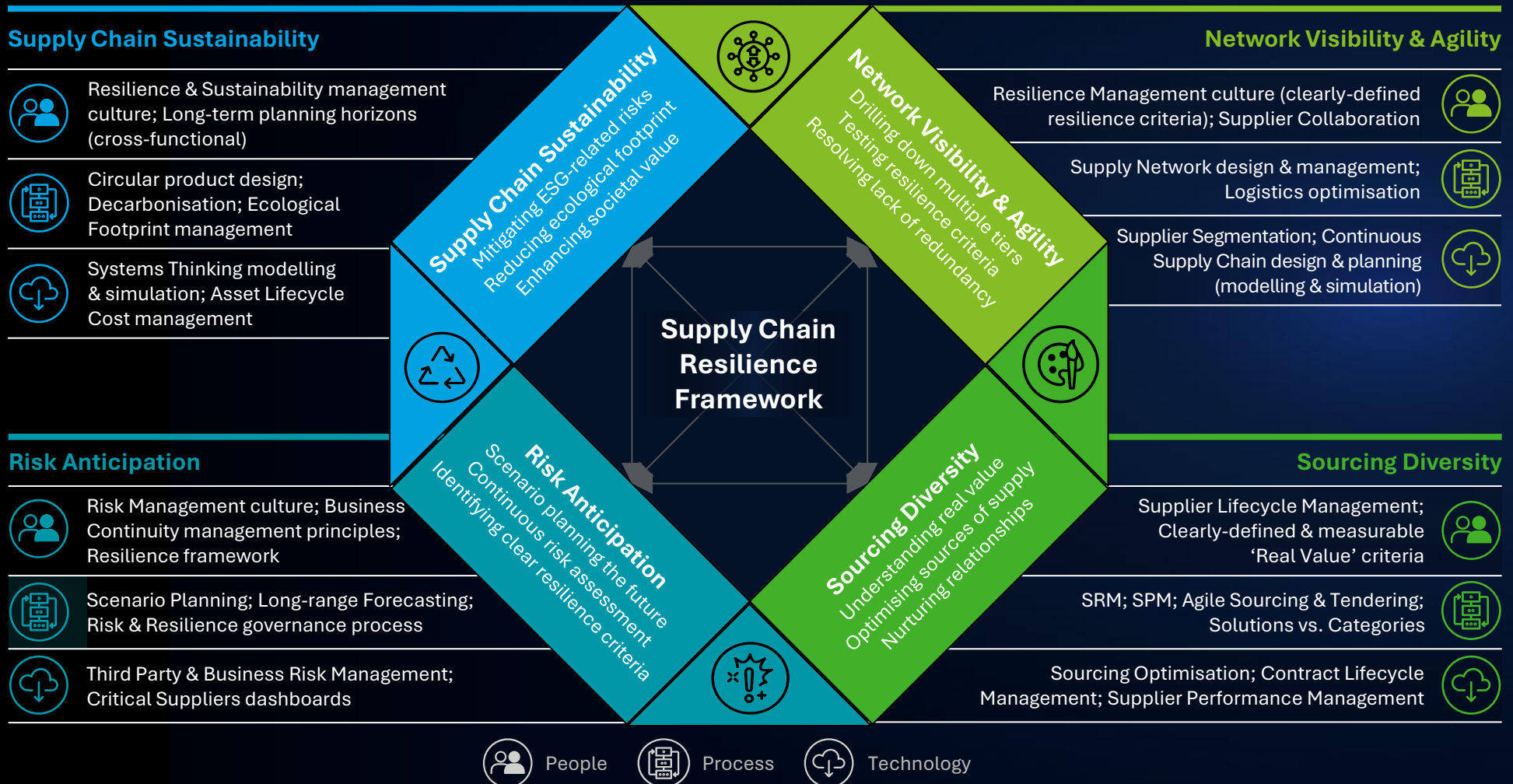
Supply Chain Resilience considers the system's ability to prepare for threats, to absorb impacts, and to recover and adapt after disruptive events. (Deloitte)



Anticipate: illuminate critical supply network; identify and prioritise most relevant Risk Dimensions; define Resilience Criteria; and design a governance framework based on adaptive, 'continuous improvement' technology

How to achieve Supply Chain Resilience?

We believe there are four key strategies to achieving Supply Chain Resilience, underpinned by four sets of capabilities which most organisations have yet to develop fully: Network Visibility & Agility; Sourcing Diversity; Risk Anticipation; and Supply Chain Sustainability



Shifting Supply Chain Strategies

Companies, and countries, are reimagining supply chain models for the future.



LOCAL/REGIONAL versus Global



SUPPLY NETWORK versus Supply Chain



RESILIENCY versus Efficiency



DIGITAL versus Physical



STAKEHOLDER versus Shareholder

A Pragmatic Approach to Assessing Impact & Options

Companies need to move quickly to assess the impact to their business and options. Actions need to consider on-going global trade volatility and broader supply chain resilience requirements.



Supply Chain Resilience to Trade Wars and Tariffs

We've put together a self-assessment checklist, based on 3 business archetypes, so that you can identify your own unique set of no-regret moves and balance them with the needs of your business.

Sell Side

Companies that export goods into the United States from Europe. They face challenges like potential revenue loss due to decreased demand and increased costs associated with tariffs.

1. Pre-build inventory
2. Review customer contracts
3. Refine transfer pricing strategy
4. Establish US-based sales entity
5. Create barriers to switching
6. Enhance product value proposition
7. Enhance sales & operations planning capability
8. Optimize logistics
9. Increase export market diversification
10. Leverage government support/ relief programs

Buy Side

US companies that import goods from Europe or vice versa. They may face increased costs due to tariffs, which could lead to higher prices for consumers and potentially disrupted supply chains.

1. Review tariff classifications
2. Evaluate tariff engineering opportunities
3. Conduct cost unbundling analysis
4. Review supplier contracts
5. Current supplier plant/country of origin flexibility
6. Alternate supplier sourcing
7. Assess indirect (tier 2/3) supplier exposure
8. Optimize product design
9. Revisit make vs. buy choices
10. Implement global trade management systems

Inside

Companies that have operations and supply chain configurations spread across North America, allowing them to navigate tariff implications by potentially shifting production or sourcing within the region.

1. Re-optimize North American production network
2. Optimize value-added product flow
3. Enhance multi-tier supply network visibility
4. Develop supply network flexibility
5. Define contract manufacturing strategy
6. Explore use of bonded regimes
7. Execute strategic cost reduction programs
8. Revisit risk management frameworks and systems
9. Implement cognitive risk sensing solutions
10. Develop continuous scenario analysis capability



Key contact



Eoghan Murphy
Partner, Technology & Transformation
Supply Chain Lead



Louise Kelly
Partner, Tax & Legal
Global Trade Strategy & Resilience Lead

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