

# Deloitte.

*Together makes progress*



Real-time intelligence for resilient  
business operations

Resilience Redefined



Businesses in the Middle East are currently navigating unprecedented operational volatility. Airspace restrictions, port suspensions, shipping route diversions, and commodity price spikes have fundamentally shifted supply chain and operational risk from periodic planning exercises to daily, critical decision-making<sup>1,2,3</sup>.

This article examines the implications of the current situation and offers guidance for businesses on how to navigate the environment, preserving optionality while proactively managing risk.

This perspective helps C-level executives and decision-makers understand a key shift: delivering real-time, detailed insights through ERP systems often requires specialized functionalities. These are essential to protect revenue, preserve working capital, and ensure service continuity.

Organizations can leverage powerful services such as SAP BTP to develop a Business Resiliency Monitor that provides real-time operational visibility, predictive risk analytics, and automated response capabilities across the entire enterprise without disrupting core ERP systems<sup>4,5</sup>. The resilience operational dashboard can be designed specifically for C-level decision-makers. The platform unifies fragmented operational data, transforming it into actionable intelligence. This empowers businesses to navigate disruption with confidence and agility.

This type of resiliency monitoring solution delivers measurable business outcomes in weeks, not months. It provides real-time disruption visibility and transparency into emergency logistics costs and potential stockouts. More importantly, it fundamentally shifts operations from reactive crisis management to proactive resilience orchestration.



### Why resilience intelligence matters now

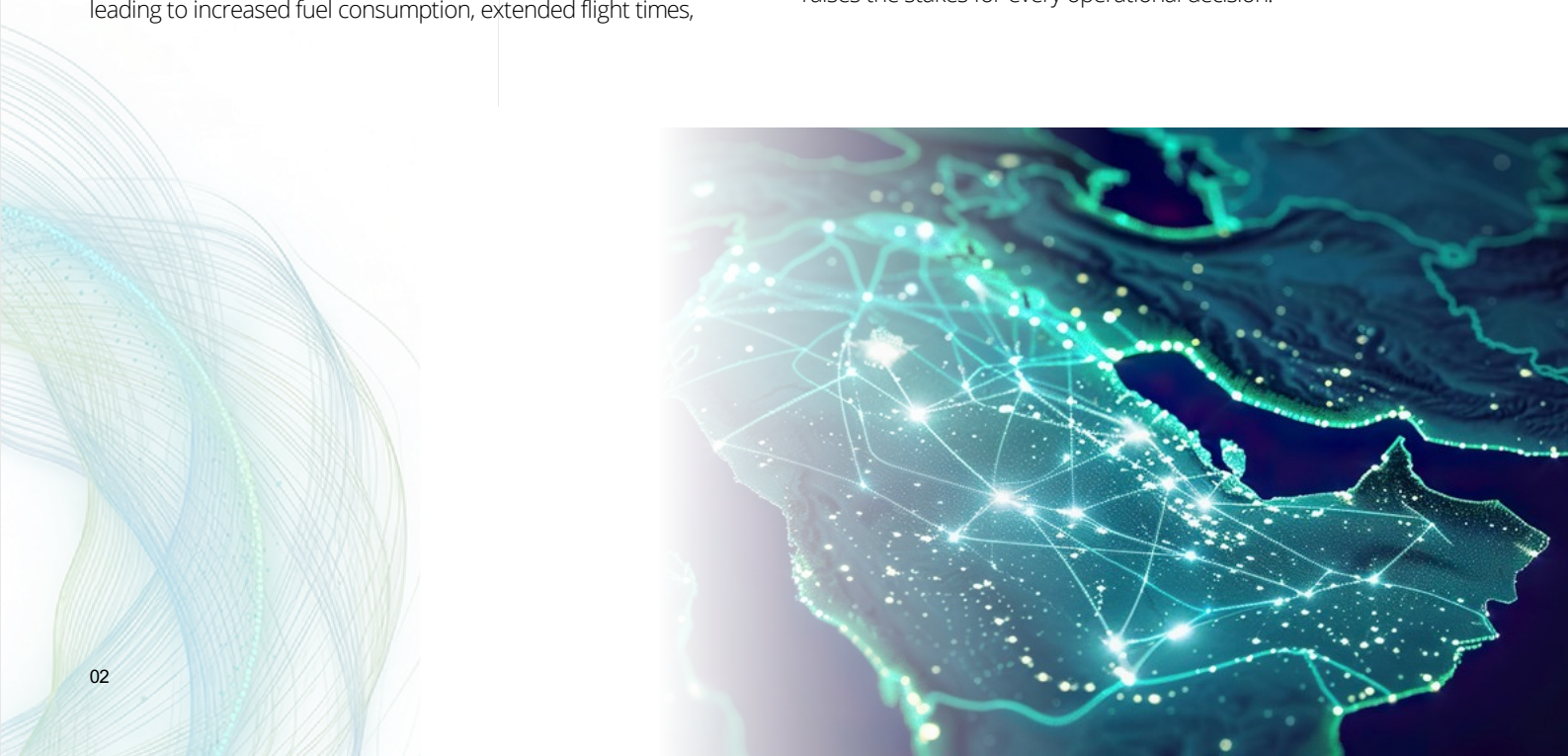
The Middle East region is experiencing operational disruption as it grapples with a new reality across multiple, interconnected dimensions<sup>6</sup>. Such an environment demands a fundamental shift in how businesses approach resilience.

Global maritime and logistics networks are under immense pressure. Major carriers are foreseeing logistics delays and rerouting of vessels. This has not only driven up freight rates on critical lanes but also severely constrained logistics availability at regional hubs, creating bottlenecks across the supply chain.

Simultaneously, airspace and aviation constraints are reshaping air travel and cargo. Airspace constraints are requiring flight rerouting, leading to increased fuel consumption, extended flight times,

and reduced cargo capacity. Airlines are now contending with short-notice schedule disruptions, directly impacting passenger connections and critical freight commitments.

These disruptions are creating significant cascading effects across the enterprise. Delays in raw materials disrupt production schedules which then ripple through customer delivery commitments, strain working capital, and erode margins. Manufacturing facilities face the ongoing risk of unplanned shutdowns. Energy-intensive operations must make rapid, critical fuel-source decisions, while airlines are forced to re-optimize their networks daily, rather than seasonally<sup>1,2,3</sup>. This interconnectedness raises the stakes for every operational decision.





## Navigating the executive decision challenge

In this volatile environment, C-level executives face two critical gaps in their decision-making capabilities:



**Visibility gap:** Operational data remains dispersed across systems and modules, including ERP, transportation management, supplier collaboration networks, market data feeds, and external logistics networks. By the time this fragmented information is aggregated and presented through conventional reporting cycles, the operational landscape has often already shifted. As a result, decision-makers are left reacting to yesterday's reality, not today's<sup>4,5</sup>.



**Intelligence gap:** Raw data without context and predictive analysis generates noise rather than actionable insight. Executives need answers to critical questions: Which suppliers, routes, products, customers, or facilities face imminent risk? What is the quantifiable business impact? What response options are available, and what trade-offs do they involve? Traditional business intelligence tools support reporting on past and current operations<sup>5</sup>. Resilience, however, requires forward-looking insight. The Business Resiliency Monitor directly addresses these gaps by strengthening the organization's ability to sense, interpret, and respond to disruption in real time.



## Building business resiliency monitor capability

The Business Resiliency Monitor Capability offers organizations an executive intelligence platform that delivers unified, real-time visibility into operational risk and business continuity across the entire value chain. It empowers C-level executives to continuously address the critical questions in today's volatile landscape:

- **What is happening right now?** Gain immediate real-time operational status across your supply chain, production, logistics, customer commitments, and financial exposure.
- **What risks emerge?** Leverage predictive analytics to pinpoint potential supplier disruptions, route constraints, input shortages, demand shifts, and cash flow pressures before they impact operations.
- **What is the business impact?** Understand the quantified revenue at risk, margin exposure, working capital implications, and service level threats associated with each identified risk.
- **What should we do?** Access decision support that outlines response options, trade-off analysis, and automated playbook execution for rapid mitigation.
- **Are we protected how effective are our protective measures?** Benefit from continuous monitoring of mitigation effectiveness and early detection of emerging secondary risks.





## How the business resiliency monitor capability enables business operations

The Business Resiliency Monitor Capability delivers five core business outcomes that directly enhance operational efficiency, revenue growth, and competitive standing:

**Optimized cost structure:** Real-time visibility into logistics constraints, input price volatility, and capacity availability drives smarter sourcing and routing decisions. Organizations can reduce emergency freight expenses, minimize expediting costs, strategically optimize inventory positioning, and capitalize on favorable commodity pricing windows.

**Accelerated decisions with higher quality:** Automated data integration, AI-powered analytics, and pre-configured response playbooks compress decision cycles from days to mere hours or minutes. Executive teams can then dedicate less time gathering and reconciling information and more time making strategic choices. Crisis management fundamentally shifts from reactive firefighting to proactive orchestration.

**Unified real-time operational visibility:** Traditional enterprise architectures often fragment data across numerous sources, from ERP and supplier networks to external market feeds. This leads to critical decision windows closing before information can

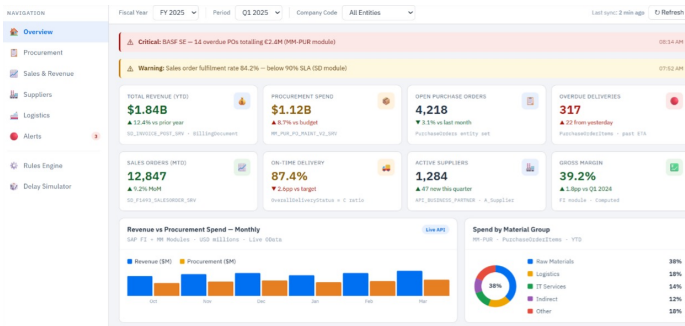
be manually gathered, reconciled, and reported. The Monitor fundamentally transforms this by automatically and continuously capturing all operational events – from purchase order placement to payment execution – and flowing them into a single, unified monitor in near real-time.

**End-to-end clarity:** Gain a complete picture, from supplier delivery through internal operations to customer fulfillment. A delayed raw material shipment is immediately linked to affected production orders, finished goods inventory, customer commitments, and potential revenue at risk, enabling holistic impact assessment and response prioritization.

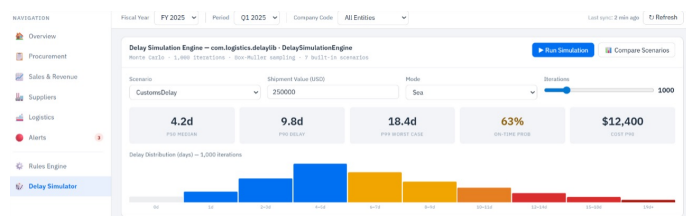
**Continuous intelligence:** Visibility updates continuously – whether hourly, every few minutes, or in real-time, – ensuring decisions are always based on current intelligence, not outdated snapshots. For C-level executives, this enables dynamic dashboards that instantly answer critical questions: Which customer orders are at risk this week? Which production lines face material shortages? What is our cash flow exposure over the next 30 days? How much of our logistics network is currently affected by disruptions? These insights update automatically as conditions evolve.

Sample real-time resiliency control tower:

Executive overview:



Delay analysis and simulation:



Note: The wireframes shown above have been created using synthetic data to demonstrate the resilient features of the dashboard. No actual business data has been used in these examples.



## Resilience as a strategic imperative

The Business Resiliency Monitor enables businesses to operate more proactively. Instead of reacting after disruption impacts operations, organizations can sense emerging risks early, evaluate response options systematically, and execute mitigation rapidly. Instead of fragmented visibility requiring manual coordination, executives gain access to unified, real-time intelligence across the entire value chain.

For C-level executives, the fundamental question is not whether to invest in resilience intelligence, but how quickly it can be deployed and scaled across the organization. Every day of continued reliance on fragmented visibility, manual coordination, and reactive crisis management increases risk exposure and results in missed competitive opportunities.

### Contacts



**Mia Buban**  
Partner | Enterprise  
Technology and  
Performance Leader  
Deloitte Middle East  
[mbuban@deloitte.com](mailto:mbuban@deloitte.com)



**Karthikeyan Jayaraman**  
Director | SAP  
Deloitte Middle East  
[karjayaraman@deloitte.com](mailto:karjayaraman@deloitte.com)



**Haya Abulfeilat**  
Manager | SAP  
Deloitte Middle East  
[habulfeilat@deloitte.com](mailto:habulfeilat@deloitte.com)



## References

1. DSV. (2026, March 10). Middle East supply chain situation. DSV Insights & Advisories. <https://www.dsv.com/en/insights/advisories/topics/general/2026/03/middle-east-supply-chain-situation>
2. Metro Global. (2026, March 5). Middle East: Disruption ripples through global supply chains. <https://metro.global/2026/03/06/middle-east-disruption-ripples-through-global-supply-chains/>
3. The Manufacturer. (2026, March 5). Conflict in the Middle East: what it means for manufacturers and global supply chains. <https://www.themanufacturer.com/articles/conflict-in-the-middle-east-what-it-means-for-manufacturers-and-global-supply-chains/>
4. SAP. (2026, February 19). SAP Business Technology Platform: Use Cases. <https://www.sap.com/products/technology-platform/use-cases.html>
5. SAP Insider. (2026, March 9). SAP BTP in Action: 7 Real-World Use Cases That Deliver Measurable Business Value. <https://sapinsider.org/articles/sap-btp-in-action-7-real-world-use-cases-that-deliver-measurable-business-value/>
6. World Economic Forum. (2026, March 2). Middle East conflict hits shipping, oil prices, and other international trade stories. <https://www.weforum.org/stories/2026/03/us-trade-deficit-international-trade-stories-march-2026/>

# Deloitte.

*Together makes progress*

Deloitte & Touche (M.E.) hereby authorizes you to view the information provided in this publication, subject to the following conditions: This publication has been written in general terms and therefore cannot be relied on to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this publication.

Deloitte & Touche (M.E.) (DME) is an affiliated sublicensed partnership of Deloitte NSE LLP with no legal ownership to DTTL. Deloitte North South Europe LLP (NSE) is a licensed member firm of Deloitte Touche Tohmatsu Limited. Deloitte refers to one or more of DTTL, its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL, NSE and DME do not provide services to clients. Please see [www.deloitte.com/](http://www.deloitte.com/) about to learn more.