Intelligent visibility:

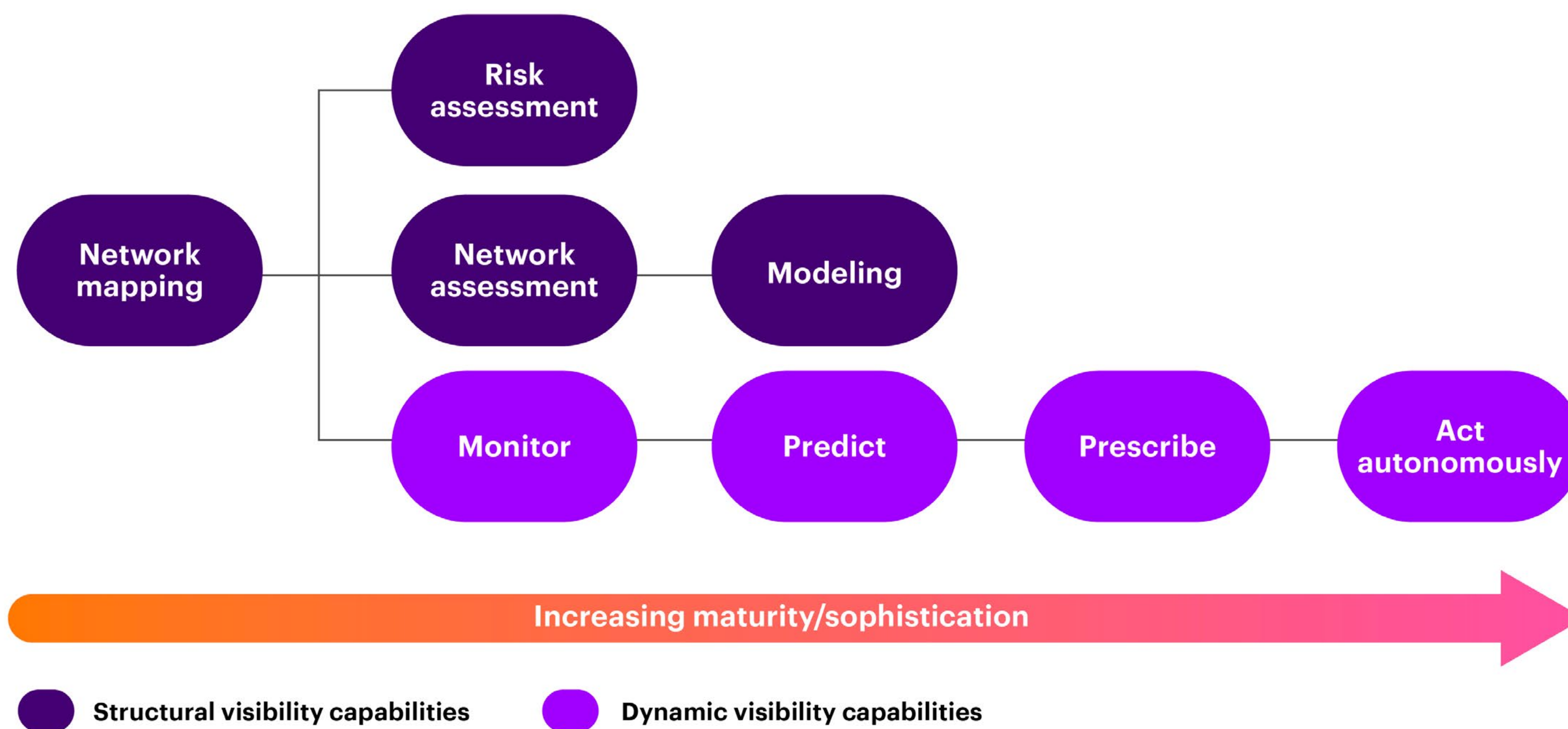Building a resilient supply chain for better performance

Supply chain resiliency is more important than ever

Supply chains today need to be agile to respond to ongoing disruptions and strong to boost the bottom line. Companies used to be limited to the high-cost options of keeping more inventory and building redundant capacity to weather disturbances. But today there's a better, more cost-effective path to resiliency: **Intelligent visibility**.

Visibility drives greater resiliency

Intelligent visibility is the combination of **structural** and **dynamic visibility**, supported by analytical techniques and artificial intelligence. Intelligent visibility results in better financial performance, a key ingredient of resilience: Accenture research has found that companies with more mature intelligent visibility capabilities tend to perform better in terms of revenue, profitability, and share price performance.

What are the building blocks of intelligent visibility?

Network mapping → Risk assessment / Network assessment → Modeling

Monitor → Predict → Prescribe → Act autonomously

Increasing maturity/sophistication

● Structural visibility capabilities ● Dynamic visibility capabilities

How companies benefit from visibility

Structural visibility:

What does our supply chain look like?

Provides a snapshot of a company's operations at a point in time or over a certain period and helps uncover hidden issues. It helps companies understand such things as:

- Where their suppliers are
- Where their points of manufacturing are
- What logistics routes they use, including those of their partners
- Interrelationships across the broader supply chain network
- Potential supply chain risks and weaknesses

Dynamic visibility:

What's happening across our supply chain right now?

Enables a company to monitor and respond to events in real time. It's a progression of increasingly mature capabilities that help companies see:

- Where products are across the supply chain
- How plants and warehouses are running
- When and where disruptions are occurring
- What disruptions are affecting, and how

Most companies have an advanced level of structural visibility maturity

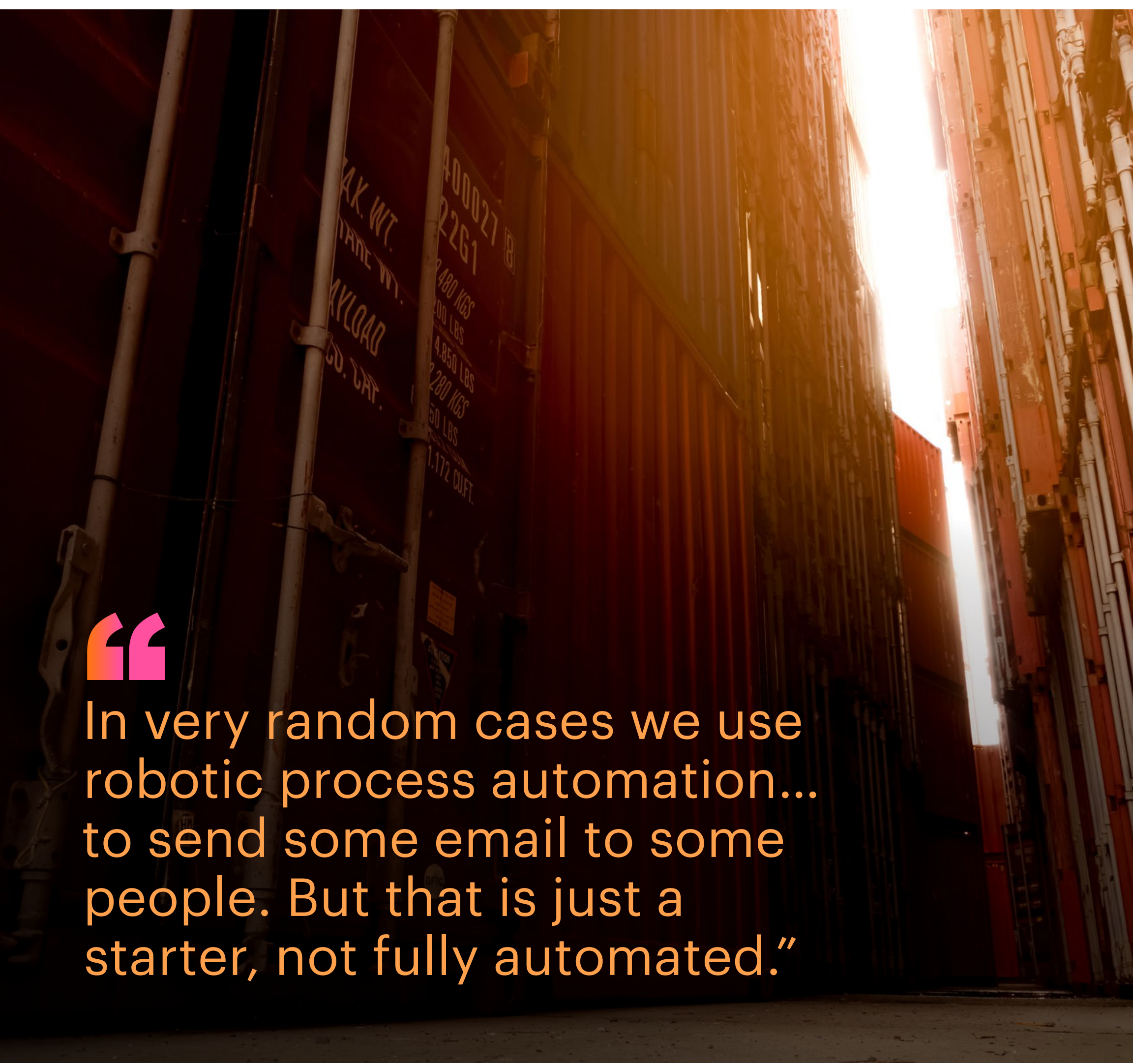**90%**
regularly perform classic risk management

83%
regularly perform network mapping

77%
perform network simulation/optimization/modeling

> " I think we can at least reach a rough 85% to 90% of [structural] visibility, but only covering tier one suppliers."

> " In very random cases we use robotic process automation... to send some email to some people. But that is just a starter, not fully automated."

But maturity is lower for dynamic visibility, especially the more advanced capabilities

97%
monitor (collect and observe data)

40%
use data prescriptively

67%
use data predictively

3%
use autonomous execution

Our research reveals four key takeaways

For companies looking to use visibility to drive greater supply chain resiliency:

01 When it comes to resiliency, visibility delivers.

02 Good enough is, usually, good enough—full visibility isn't necessary and may not be feasible.

03 Structural visibility is a requirement—every company should have the basics.

04 More advanced dynamic visibility should be the target.

It's time to build intelligent visibility

Visibility is critical to resilience. Supply chain executives need to build capabilities to make their operations as transparent as possible. Transparency speeds informed decision-making so companies are prepared for disruption. And the more mature companies' intelligent visibility capabilities are, the stronger their operational and financial performance.

To learn more, read the research POV.