

How to build sustainable supply chains that deliver competitive advantages

An Executive Briefing

By Armand Brevig, Managing Director, Procurement Cube



[Armand Brevig is the Managing Director of Procurement Cube.](#) We have created an effective and lean Procurement product that unlocks hidden business value for your company. It's a Procurement Powerhouse inside your organisation that delivers [Value for Money, Total Cost Control and Enhanced Competitiveness](#). The approach builds fit for purpose capabilities that deliver sustainable strategic value. The focus is on what really matters in your unique situation.

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Introduction

As a [business focused procurement](#) consulting firm, sustainable supply chains and supply chain digitisation are topics we care deeply about.

One of the most challenging aspects of transitioning to a sustainable supply chain, is creating full visibility of what actually goes on in the supply chain. For example, most companies have poor or no visibility of exactly where in the supply chain carbon emissions come from.

However, digitisation and blockchain technology now allow greater clarity and openness regarding how the supply chain works. Artificial intelligence and analytics can help track and analyse where carbon emissions come from in the supply chain and, therefore, where to direct carbon-neutralising efforts.

A digital supply chain allows information to be available to all in real-time. Such transparency improves speed, efficiency, and allows better collaboration both within the company and between companies.

Despite these benefits, the supply chain is often one of the least digitised areas of the business. And trying to digitise too much too quickly comes with a high risk of failure.

We have written this executive briefing to, not only highlight benefits and challenges of a digitised sustainable supply chain, but also provide inspiration based on what some companies have already achieved. The briefing covers:

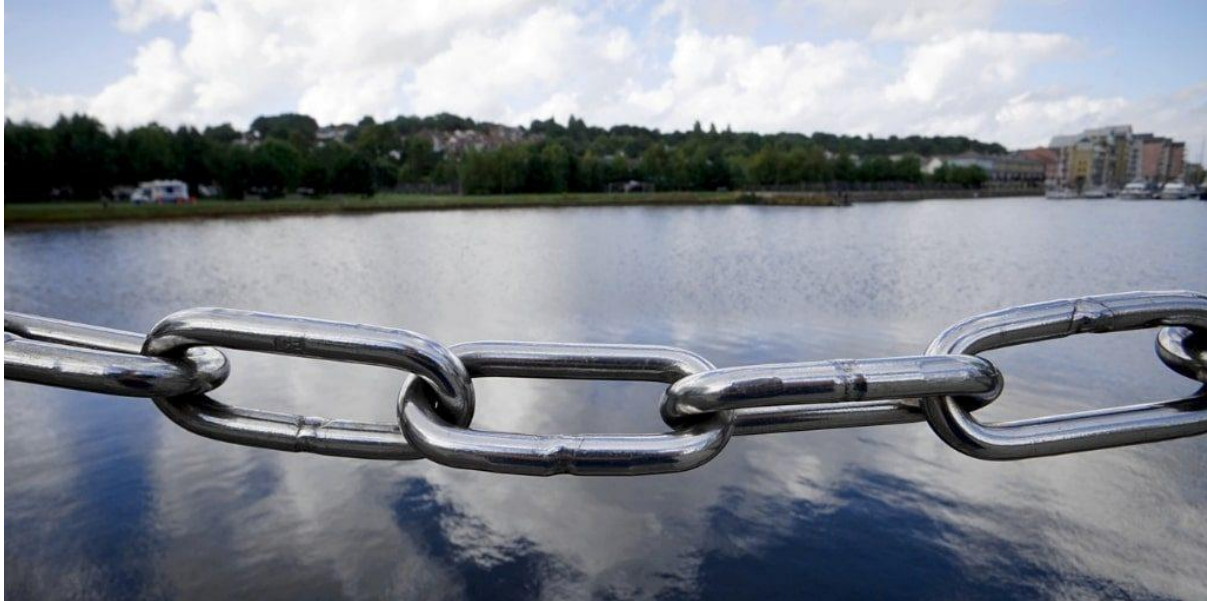
- How to transition to carbon-neutral supply chains.
- How to consider Corporate Social Responsibility throughout the supply chain.
- Eco-industrial Parks and examples of successful implementation and value delivered.
- Example of a global company that increased share price by 1,252% over 10 years, following long-term commitment to Corporate Social Responsibility.
- What is required to get ready for benefitting from a digitised supply chain.
- Mistakes to avoid when digitising the supply chain.
- Examples of business value created by digitising supply chains.
- Challenges of achieving carbon-neutrality and digitisation in supply chains.
- Examples of successful sustainable and digitised supply chains from Volkswagen, Starbucks, Nike, IKEA, Colgate-Palmolive, DHL, Amazon, Associated Food Stores, Altran and Li & Fung.

If you have any questions, feel free to drop me a line at armand.brevig@procurementcube.org

Yours sincerely,

Armand Brevig
Managing Director

Carbon-Neutral Supply Chains: How We Get There Together



A recent global emphasis on climate change and the disasters facing our planet has made companies more aware of their carbon footprints. As the urgent need for action and remedies arises, more and more businesses are looking to cut down on their environmental impact. The supply chain offers a unique opportunity – according to a [McKinsey study](#), 40% to 60% of a manufacturing company’s carbon footprint exists in the supply chain, with the figure rising to 80% for retailers.

The way forward is a carbon-neutral supply chain. But what does it mean to create a carbon-neutral value chain and how do you get there?

What is a carbon-neutral supply chain?

A company’s environmental impact is measured by the total amount of greenhouse gas emissions associated with its activities, including its supply chain. This is known as its carbon footprint. The higher the emissions, the larger the carbon footprint, and the more damage done to the environment.

In order to reduce their carbon footprints, companies are seeking to reduce the amount of greenhouse gas emissions associated with their activity. Any residual carbon emissions can be offset by funding an equivalent carbon dioxide saving elsewhere to achieve net carbon neutrality.

Challenges

But this is easier said than done. One of the trickiest aspects of transforming the supply chain into a carbon-neutral one is correctly identifying *where* in the supply chain the carbon emissions come from and how best to direct carbon-neutralising efforts. Supply chains have been notoriously opaque in the past. As a report by [Business for Social Responsibility](#) states: “most suppliers do not track or report carbon emissions data; buyers do not control suppliers’ emissions or have access to accompanying data, and there is disagreement on how to measure and apportion responsibility for supply chain emissions.”

But this hurdle is no longer insurmountable, thanks to technology. As technology has slowly revolutionised the supply chain, it has introduced greater transparency and flexibility. Digitisation and blockchain technology now allow greater clarity and openness regarding how the supply chain works. Artificial intelligence and analytics can help track and analyse where the carbon emissions come from in the supply chain and, therefore, where to direct carbon-neutralising efforts.

Volkswagen: A case study

Several large companies are now pledging themselves to a cleaner and greener future. Volkswagen has committed itself to the Paris Agreement goals and seeks to make its vehicle fleet emissions zero by 2050. Considering the size of Volkswagen, their intended changes could have a major impact on the automobile industry – according to [Forbes](#), it could influence 40,000 direct suppliers, over 10 million global customers, and 94 production plants.

There are several stages to Volkswagen’s plan, including increased transparency in the supply chain and developing new technology to electrify their vehicles. [They also plan to implement sustainability as a selection criterion for suppliers that is on par with quality and price.](#) This should provide an incentive for suppliers to work on reducing their carbon emissions.

Working towards a carbon-neutral supply chain

A need for a carbon-neutral supply chain comes from the understanding that climate change will affect the future of the whole supply chain, right from sourcing raw materials to the use of the final products. Working towards a carbon-neutral supply chain, then, means implementing changes across the board. Here are a few steps necessary to see a cleaner and greener environment:

- Manufacturing and overall efficiency should be improved to reduce carbon emissions. This means investing in new, environmentally-friendly processes and technologies.
- Energy usage should be reduced where possible.
- Raw materials and products should be sourced from places close by to reduce transportation costs.
- It’s important to set a carbon-neutral goal that your company can work towards. Define what steps fall within that goal and how they can be implemented.
- Just as Volkswagen made sustainability as important a criterion as price or quality, so must businesses see the move towards a carbon-neutral value chain as necessary for their company and part of their business plan.
- Encourage transparency in your supply chain and consistently evaluate how close or how far you are from your carbon emission goals. It’s important to implement accountability and see sustainability as a valuable business goal that is as important as profit and growth.

It’s worth bearing in mind that achieving a carbon-neutral supply chain has benefits that go beyond the business’ environmental impact. When corporate social responsibility is considered at all stages of the supply chain, businesses can also see an increase in their profit, a positive impact on the brand’s reputation and soaring share prices.

Companies that are more environmentally friendly are the future, and businesses will need to change their way of operating to compete. To learn more about how your business can stay competitive, [contact our Managing Director, Armand Brevig, today.](#)

Eco-industrial Parks: Environmental Utopia or Blueprint for Sustainable Growth?



Our world is deeply interconnected. Whether we focus on the networks created by our digital technologies, or on the careful balance created by Mother Nature in the symbiosis between all forms of life, it is clear that we are part of a web. The future depends on us contributing to that web in a sustainable manner.

This is precisely what the United Nations Industrial Development Organization (UNIDO) aims to do by establishing eco-industrial parks. I first came across the concept when I worked for UNIDO many years ago. The parks are one of UNIDO's contribution to the United Nations' Sustainable Development Goals and are a step closer to a sustainable future.

What is an eco-industrial park?

According to [UNIDO](#): "An eco-industrial park is a community of businesses located on a common property in which businesses seek to achieve enhanced environmental, economic and social performance through collaboration in managing environmental and resource issues." Essentially, an eco-industrial park moves beyond the concept of an industrial park to account for climate change and the increased need for sustainability. The aim is to achieve industrial symbiosis and move one step closer to the [circular economy](#).

[Key components](#) of an eco-industrial park include:

- Park management performance, which includes monitoring the park, as well as planning and zoning.
- Environmental performance, which includes monitoring energy consumption, waste management, the natural environment and climate resilience, and the use of materials.
- Social performance, which includes community outreach and dialogue, and social infrastructure.
- Economic performance, which focuses on generating employment and creating economic value.

[In 2018, there were around 250 eco-industrial parks \(existing or in development\) in the world – a huge jump from the 50 in 2000.](#)

What are the benefits of an eco-industrial park?

In a world where the economy is defined by competition, it can be difficult to imagine the benefits of a landscape shared symbiotically among multiple stakeholders. But UNIDO's [Global Assessment of Eco-Industrial Parks in Developing and Emerging Countries](#) proves that the benefits are manifold:

1. **Environmental benefits** – Eco-industrial parks operate according to the concept of industrial symbiosis, which allows the parks to generate environmental benefits on a large scale. These parks have been shown to reduce CO₂ emissions, water wastage, water consumption, the generation of hazardous waste and much more. They also encourage green spaces around and within the park, and the recycling of waste materials.
2. **Economic benefits** – Eco-industrial parks encourage both direct and indirect employment opportunities. The sharing of resources leads to significant savings for the parks' partners, allowing them competitive advantages in the wider economy. Partners may also receive benefits for participating in such parks, such as higher foreign investment and access to investment capital. Moreover, there are several indirect economic benefits, such as the upgrading of skills through collaboration, technology transfer and a better brand image.
3. **Social benefits** – While eco-industrial parks are primarily created for economic and environmental reasons, there are also social benefits. These benefits – by-products of the social infrastructure created – can be very important in emerging economies. They include the creation of facilities such as schools, clinics, pharmacies and residential units. Such parks can also provide services such as vocational training and awareness outreach.

Real-life examples

One of the first examples of an eco-industrial park is [Kalundborg Symbiosis](#), which is located in Kalundborg, Denmark. The partners of this park came together in the 1960s, before the term 'industrial symbiosis' was coined. Their aim was to combat shrinking resources and an increase in commodity prices by working together to exchange materials, water and energy streams between partners. Since then, Kalundborg Symbiosis has evolved organically, with companies collaborating on business projects that have increased revenue and making decisions together.

Today, the numbers speak for themselves. The companies save over €24 million per year between them, and achieve over €14 million in socio-economic benefits. The park converted a coal power station to biomass, reducing 635,000 tonnes of CO₂ equivalents. And there are more environmental benefits in terms of energy and water consumption.

Today, eco-industrial parks are seen as a response to our environmental problem: they provide a way to be both focused on economic value and environmental conservation. In emerging economies, the cost savings and environmental benefits of these parks can have a huge impact. For example, [Ulsan Mipo and Onsan Industrial Park](#), an eco-industrial park in South Korea, is home to 1,000 companies. Firms have invested \$520 million in energy efficiency and other eco-friendly measures, and have estimated savings of \$554 million. These companies reduced their CO₂ emissions in 2015–2016 by 665,712 tons, as well as reusing 79,357 tons of water. And there are several such examples.

What can we take from this?

Moving to an eco-industrial park may not be feasible for many businesses right now. But, there is still much we can learn from the model. Partnering up with nearby businesses, thinking about how we use our location and finding new environmentally conscious ways of working with suppliers can all have a big influence on a company's environmental impact.

Pursuing environmental sustainability, and Corporate Social Responsibility generally, throughout the supply chain is not only good for the planet – it's good for business. Starbucks' 1,252% share price increase over a 10-year period is an example of how embracing these ideals can result in enormous business growth.

But to succeed there has to be genuine top leadership commitment to creating and promoting a supply chain wide culture of sustainability. Though challenging, there is ample evidence from around the world that it can be done.

To find out more about how your company can move towards reducing its carbon footprint through its procurement strategy, [get in touch](#) with our Managing Director, [Armand Brevig](#), today.

Considering Corporate Social Responsibility through Every Step of the Supply Chain



These days, there’s so much consumer awareness around the negative implications of businesses choosing the lowest cost sourcing options that companies can no longer risk taking this approach. Making supply chains both financially and socially sustainable may not be an easy task, but it’s an essential one.

Your procurement approach can’t just be about finding products and services at the lowest possible cost. It should include ensuring that the entire supply chain lives up to the same high corporate social responsibility standards as your organisation. Not just because it’s the “right thing to do”, but also because it’s good for business long term.

What is corporate social responsibility?

Gone are the days when a company could merely focus on the bottom line and escape blame by saying “It’s not my problem – it’s my suppliers”. Corporate social responsibility is about companies being accountable – socially, economically, and environmentally.

No longer is it acceptable to select the cheapest sourcing option merely to boost your profit margin, regardless of the effect on society. Low wages, long working hours, and large carbon footprints (to name just a few) are all aspects of a business that will attract the wrong kind of attention.

The notion of corporate social responsibility encourages companies to operate in ways that enhance society and the environment, instead of damaging them.

Let’s look at a couple of examples – one where corporate social responsibility very much continues to be part of the business strategy and one where it most certainly was not.

Starbucks – corporate social responsibility at its best

From the outset, Starbucks has created a positive reputation for itself by making corporate social responsibility a key part of its strategy, committing to sustainability and community welfare. [Investopedia](#) explains that the company has attained many significant milestones:

“99 percent ethically sourced coffee; creating a global network of farmers; pioneering green building throughout its stores; contributing millions of hours of community service, and creating a ground-breaking college program for its partner/employees.”

Still striving to build on its already exemplary achievements, Starbucks’ future plans are to hire 10,000 refugees across 75 countries, reduce the environmental impact of its cups, and engage its employees in environmental leadership.

“So what?”, you may ask. It’s nice to “do the right thing”, but how is that good for business? Consider this. Thanks to the connected world we live in everyone in Starbucks’ target market is aware of how traditional business models exploit already impoverished coffee growers in developing countries. Everyone in the company’s target market also likes a good quality cup of coffee. They will pay a premium for the reassurance that their coffee has not come through a supply chain based on exploitation. Starbucks has essentially aligned their values with those of their target market.

Doing so has meant more cups of coffee sold and a soaring share price. On 2 January 2009 you could pick up a Starbucks share on the Nasdaq for USD 4.71 (Open Price). On 2 January 2019 you would have had to pay USD 63.68 (Open Price) for the same share. That’s a 1,252% share price growth over 10 years.

Nike – when corporate social responsibility fails

It’s no secret that Nike has executed more than questionable strategies in the past. Corporate social responsibility was clearly not part of their procurement process, and the sportswear company has been publicly targeted by campaigners and consumer activism due to appalling conditions in the overseas sweatshops of their sub-contractors since the 1970s.

Although conditions have now improved, the early days saw Nike moving its production sites from country to country each time the living conditions and wages improved there. Employing largely women in their late teens or early 20s, Nike allowed 9-13 hour working days and turned a blind eye to a whole host of issues, including health and safety.

The lack of focus on corporate social responsibility in their supply chain cost Nike dearly as anti-sweatshop groups campaigned publicly and strongly against them.

So, why is Nike still one of the largest sportswear brands in the world? Why has Nike’s share price on the New York Stock Exchange increased from USD 12.74 (Open Price) on 2 January 2009 to USD 72.79 (Open Price) on 2 January 2019? If corporate social responsibility is good for business long term, how can Nike’s 471.35% share price growth over the 10-year period be explained?

Firstly, it’s a lot less than Starbucks’ 1,252% share price growth. Secondly, [Nike dramatically changed the errors of their ways](#). Nike no longer denies responsibility for wrongdoings in their supply chain. Instead, they have embraced transparency and swift action.

How does Business Focused Procurement help?

A [Business Focused Procurement](#) approach is a catalyst for ensuring high corporate social responsibility standards throughout the supply chain. It looks at much more than costs. Like in the Starbucks example, it ensures that the entire supply chain reflects the same high corporate social responsibility values as the brand portrays. Putting out an ethically sounding message to the market, while sourcing from sweatshop factories guilty of human right abuses, simply erodes consumer confidence and trust.

Making corporate social responsibility an integral part of how you manage your supply chain and showing publicly that your corporation cares as much about the good of society as the bottom line, can immediately put you head and shoulders above your competition. Buying a cup of coffee at Starbucks is not exactly cheap. It shows that people are now willing to pay more for products and services that they know have been sourced through an ethical and environmentally friendly supply chain. Ultimately, the positive attention created strengthens the brand and increases profits. In addition, it creates a stronger bond between employer and employee, boosting morale among a workforce that knows they are giving back to society.

In 2010, the [International Organization for Standardization](#) (ISO) released [ISO 26000](#) – a set of voluntary standards that encourage companies to keep social responsibility at the front of their minds. Guidelines rather than requirements, these standards clarify what social responsibility is and demonstrate how these principles can be translated into effective actions.

Corporate social responsibility is key to our Business Focused Procurement approach, giving your company a competitive edge, as well as peace of mind that what you do enhances society as a whole. [Get in touch](#) with us today to discuss your procurement needs further.

Are You Ready for the Benefits of a Digitised Supply Chain?



We're living in the age of the fourth industrial revolution, where the world has been transformed by digitisation. If companies want to keep up with the fluid economy around them – a world defined by big data and continuous analytics – they must digitise processes at the heart of their businesses – their supply chains.

But what does 'digitising the supply chain' mean and what is its impact on your business?

How it works

[Investopedia](#) defines a supply chain as “a network between a company and its suppliers to produce and distribute a specific product to the final buyer.” A supply chain includes several stages: procuring the raw materials, developing them into a product, stocking the product with a distributor, and distributing the product to the consumer. Traditionally, supply chains separate these stages into siloed processes that interact with each other but mostly function independently.

A digital supply chain changes that. It integrates these different processes into a holistic digitally enhanced supply ecosystem, allowing for greater flexibility and transparency, enabled by real-time information. It does this through the adoption of a wide range of digital technologies – the cloud, big data, 3D printing, the [Internet of Things](#) and so on. More and more businesses are integrating these technologies into their daily functioning, and are using the data generated to improve supply chain performance and shape their strategies.

Benefits

1. *Transparency, communication and new insights* – Traditional supply chains rely on the transferring of information from one siloed stage to another. Marketing and sales, for instance, will communicate with the manufacturing department regarding consumer demand, which in turn will communicate with suppliers regarding which components are needed. These first-tier suppliers will then communicate with their suppliers about raw material requirements. This process can be cumbersome and lengthy, particularly for long and complex supply chains; it is also vulnerable to human error. A digital supply chain allows information to be available to all in real-time. Such transparency improves speed and

efficiency, as well as allowing better collaboration both within the company and between companies. The data generated by a digital supply chain also enables the use of advanced analytics, which gives access to business insights not previously available. Such insights typically include better demand forecasting.

2. *Creating a consumer-centric product* – Digital technologies allow businesses to collect information on consumer behaviour patterns and needs. This information can then be used to create products that are more consumer-centric and generate more sales. An excellent example of this is the [WiFi-connected toothbrush launched by Colgate-Palmolive](#). The toothbrush collects information on the consumer's oral care, which the consumer can then track in a mobile app. This app also provides tips on oral hygiene and how to better brush one's teeth. This resulted in not only increased revenue from sales of the toothbrush, but also from increased sales of their toothpaste.
3. *Flexibility and speed* – Like all things defined by the digital era, digital supply chains function with speed. All data is processed in real-time, which means that companies receive consumer feedback that can be directly used to improve their product in much shorter timespans.

Digital technologies are also being used to improve efficiencies in different links of the supply chain. [DHL, for instance, plans to use Google Glass in their warehouses to replace handheld scanners](#), helping their staff to find items among more than a million individual products and increase their productivity, while [Amazon aims to use drones to deliver parcels to its consumers](#), shortening delivery times.

These are only some of the benefits of a digital supply chain. For a more detailed exploration of the digital supply chain and its impact, see PwC's excellent [report](#) on its potential.

Challenges

Yet, it would be foolhardy to assume that technology in and of itself can bring about a miraculous transformation in a company. For technology to truly work – for a digital supply chain to give your company what you want – it must be integrated intelligently into your existing company structure and then properly leveraged. As the [Harvard Business Review](#) explores, 70% of digital transformation initiatives fail – and that's because companies have not taken the time to understand what they are implementing.

Two common mistakes/challenges that companies face when adopting a digital supply chain are:

– Companies fail to consider digitisation as part of a wider company strategy. In order for a digital transformation to work, you should know where you are going and how digital technologies can help you get there. [Li & Fung, when considering what digital technologies they wanted to adopt, mapped out a three-year business strategy that emphasised speed, innovation and digitisation](#). The strategy allowed them to focus on what technologies they needed and implement the right ones. Their virtual design technology helped them halve the time it takes them to get from design to sample.

– It's important to understand what resources you will need to effectively gain from a digital transformation in your company. Have your staff been properly trained? Is your company able to respond quickly to real-time data or are processes tied up in bureaucracy and hierarchy? Your company culture and resources must be capable of capitalising on the technology you are introducing – the business must be flexible, quick to recognise and seize opportunities, and remain open to growth.

To implement a digitised supply chain that delivers competitive advantages you need [experts with a strategic business focused procurement mindset](#). As Sukhendu Pal, Chairman and Founder of global management consulting firm [Sirius & Company](#), observes:

“Traditional Procurement Leaders focus on fixing what’s wrong or not working. Procurement Leaders as strategic change agents in the digital world approach change as bottom-up, inside-out and asset based. They power change from within by identifying and leveraging innovators and digitisation.”

To learn how you can make the most of digitising your supply chain, [contact](#) Procurement Cube today.

Top 3 Mistakes to Avoid When Thinking About Digitising the Supply Chain



In a world that increasingly relies on technology, businesses risk falling behind if they don't embrace the opportunities that this brings. From new ways of building relationships with customers, to fully-integrated supply chain management, businesses should be looking at how they digitise processes throughout the organisation in order to reap the benefits.

I've previously written about the extensive benefits of digitising the supply chain, so I thought it would be useful to also cover what the top three mistakes are that companies make when doing this, and how to avoid them.

So, in no particular order, here they are:

1. Not ensuring tie-in with the wider business strategy

When you have one department pushing for a piece of technology that will benefit their function, it's important to consider how it fits with the wider business strategy. It may make your supply chain more effective, but what impact will it have on e.g. customer relations? Will it affect your brand in a way that supports your corporate strategy? Will it help create new, or enhance existing, competitive advantages? The considerations will be unique to each organisation so you'll need to ask your own questions, but if you don't get the right answers to them, that particular piece of technology may not be the right fit for your business. Essentially, having a vision for what the supply chain is supposed to do to support overall corporate strategy needs to be the starting point. There is an interesting section of this [article that I shared on LinkedIn](#) that discusses, in more detail, the importance of strategy in this context.

2. Failing to focus on the areas that matter the most and leveraging the new data created

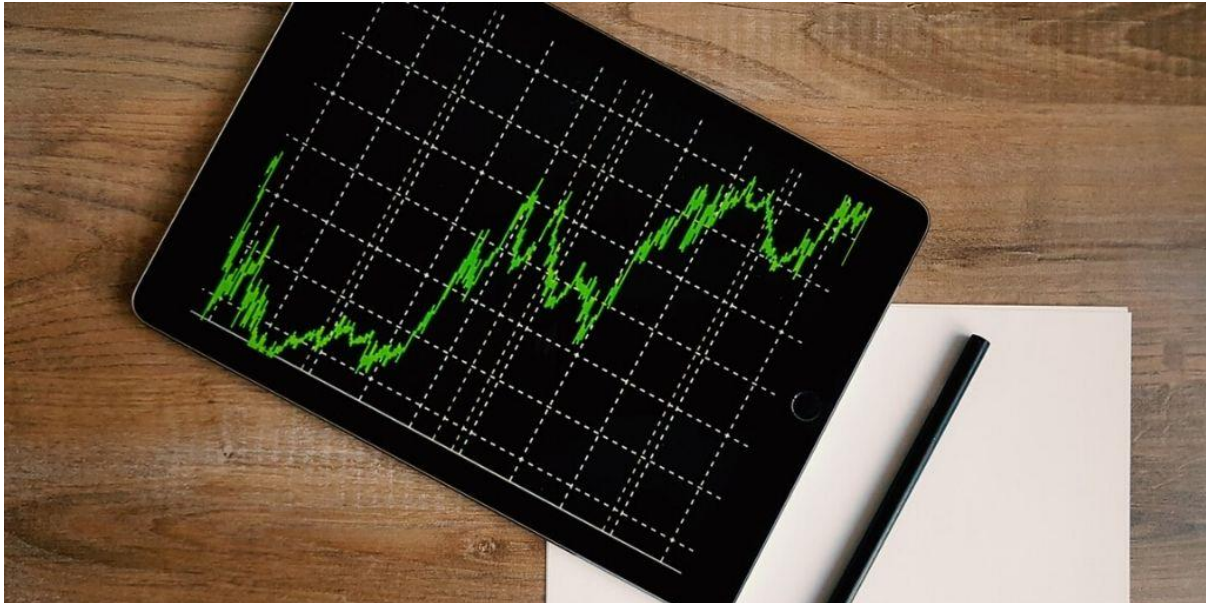
The supply chain is often one of the least digitised areas of the business. Trying to digitise too much too quickly comes with a high risk of failure. Instead companies need to focus on areas where supply chain digitisation will have the highest positive impact overall. For example, concentrate on

technologies that enhance areas that already differentiate you vis-à-vis the competition. In addition to being selective in this way, it is also important to be willing to make the organisational improvements necessary to take fully advantage of all the new data and insights created by a digitised supply chain. For example, is the business flexible enough to respond to real-time data? If not, culture and process changes may be needed.

3. Going for gold plated solutions, rather than practical fit-for-purpose ones
Many companies fall into the trap of being blinded by the amazing new technology that's available, instead of buying something that fits their actual needs and goals. Also, the falling costs of technology relevant to digitising the supply chain, has led to some companies making rash and unwise decisions.

If you'd like to ensure you get the digitalisation of your supply chain right first time, we can help you develop a winning strategy and make the correct purchasing decisions. [Get in touch](#) today to find out more.

3 Companies That Created Business Value by Digitising Their Supply Chains



Businesses can achieve substantial growth through leveraging technology, and one of the ways they can do this is by digitising their supply chain. It's important to recognise that the benefits of this are not just cost-savings, but digital supply chains have the ability to increase business value in a vast range of ways.

Here are three organisations who have excelled at this.

Associated Food Stores

Managing the logistics of distributing products to over 600 supermarkets across the western United States is no mean feat. Yet, thanks to the [innovative technology that they have introduced to their Head Office and distribution centres](#), Associated Food Stores are able to do so with impressive efficiency. Their digitised system means they can easily track all of their products and equipment and optimise asset utilisation. The benefits include lower overall costs, as well as substantial reduction of wasted produce and employee time.

Altran

[Blockchain is often touted as the technology of the future](#), though its uptake other than for cryptocurrency has so far been slow. With the help of Bitfury and The Digital Supply Chain Institute, Altran tested how this ground-breaking technology could be used as part of their software development supply chain. The results were amazing with considerable improvements in developer productivity, product cycle time and product quality. You can [read more about the results of the trial here](#).

IKEA

IKEA successfully digitised their supply chain for their furniture and homeware products years ago, but they are now [planning on turning this digital approach to their food division](#). All food produce will be tracked in real-time, throughout the store, enabling them to tighten the flow of products and minimise wastage. The system will also be able to highlight peak times and incoming deliveries so

the right areas can be staffed accordingly, and built-in chatbots will assist the chefs with managing their inventory.

In addition to the benefits achieved by these companies, digitisation also enables the move towards carbon neutral supply chains. There are, however, risks associated with digitising your supply chain. In fact, 70% of digital transformation initiatives fail. To avoid failure, read *Top 3 Mistakes to Avoid When Thinking About Digitising the Supply Chain* (page 15), which reveals some key pitfalls to avoid.

If you'd like to find out how you can create business value through digitising your supply chain, why not [book a free phone consultation](#) with [me](#)?

What's Next?



Having read this executive briefing, you are now in a good position to start building sustainable supply chains that deliver competitive advantages.

You will also have discovered that in addition to substantial benefits, there are many challenges associated with transitioning to a sustainable digitised supply chain. Risks are high too.

Procurement Cube has the expertise and passion to ensure you get it right the first time. Our approach is direct and business focused. [Business Focused Procurement is about more than cutting costs](#) – it's about creating business value and competitive advantages.

Procurement Cube has delivered business value to start-up companies, small companies, large international companies, and public-sector organisations. We have brought creativity, fresh thinking and new perspectives to client challenges.

So, [let's talk](#) to explore how we can partner to help you successfully transition to a sustainable digitised supply chain.

info@procurementcube.org