MAKING THE CASE FOR

End-to-End Supply Chain Visibility and Control

The convergence of technology platforms, networks, data, AI-driven applications and collaboration helps organizations of all sizes achieve unparalleled supply chain visibility levels and control in a disruptive business environment.

PEERLESS
CONTENT CREATION

E2OPEN

Supply Chain Control Tower Capabilities Redefined

E nd-to-end supply chain visibility, or the use of real-time data to make decisions based on a complete picture of the holistic supply chain, became a battle cry for most organizations in 2020. Facing a host of new challenges and disruptions, organizations learned what many of their competitors already knew: in the absence of complete supply chain visibility, managing the flow of goods and services is nothing more than a crapshoot.

Facing challenges that included—but certainly weren't limited to—a global pandemic, a massive uptick in e-commerce orders, labor shortages, and a capacity-constrained transportation environment, companies across all sectors were forced to redefine their global supply chain operations.

Through it all, the need for better supply chain visibility and control was a common thread. The great divide between the "haves" and "have-nots" on this front became alarmingly clear when manufacturing lines shut down, essential products disappeared, and retailers' shelves sat empty.

In the lack of good visibility and control over Tier 2 and Tier 3 suppliers' operations, for instance, companies were left to guess when their raw materials would be available to ship. This, in turn, created severe bottlenecks on manufacturing lines, and left both companies and their customers scrambling to find alternate sources of supply. And while this scenario plays out on a daily basis in any business environment, the pain becomes particularly acute during worldwide crises.

E2OPEN®

As it has during past disruptions, technology played a critical role in helping companies effectively manage through these interruptions and with as little negative impact as possible. By merging

players in these complex supply chains have to literally guess where goods are within those networks at any given time.

The dangers of relying on guesswork became very public in

lot of complexity into the picture."

JUNK IN, JUNK OUT
In many cases, siloed, latent, or unharmonized data is to blame when supply chain visibility is minimal or nonexistent. As these different data types pummel supply chain operators from different angles, manually figuring out which of them deserve attention and which can be ignored is virtually impossible. "Without an engine that can normalize that data, it's just junk in and junk out," Harner explains. "Some companies deal with thousands of different ecosystem partners, which just further increases the complexity of the problem."

> **"When a global disruption like a pandemic emerges, it calls a lot of attention to the information and data gaps that exist in the world's complex supply chains…Where the transition to outsourcing made companies more efficient and cost-effective, it also introduced a lot of complexity into the picture."**
>
> — *Lori Harner, senior director of product marketing, E2open*

specific supply chain management capabilities onto a single operating platform, for instance, organizations could effectively redefine their control tower capabilities and position them for success both during and after the disruption.

AGILITY CAN COME AT A COST
Manufacturers, distributors, retailers, and logistics providers have been outsourcing more of their operations over the last 10 years. Through these broad networks of business partners, companies can improve their agility, be more resilient, and use less of their own capital—all critical imperatives in the competitive business world.

These outsourcing arrangements also come at a cost. Participants not only have to manage their own internal, disparate, siloed point solutions, they also have to manage information from multiple business partners across different tiers. With no access to real-time data or visibility across a variety of trading partners, the individual

2020. Companies quickly realized how little visibility and control they had over their supply chains networks—and the key players within those networks. Lacking insights into the exact location of both stationary and in-transit goods, manufacturers couldn't plan production schedules, distributors couldn't replenish their warehouses, and retailers were left with entire aisles of empty shelves.

"When a global disruption like a pandemic emerges, it calls a lot

In this making the case, we describe the essential best practices of using a cloud-based supply chain management (SCM) technology platform that integrates a wide range of capabilities into a unified system. We'll learn how one logistics provider reimagined its own supply chain control tower capabilities in order to accommodate its growing e-commerce customers, and show the

> **"Without an engine that can normalize that data, it's just junk in and junk out."**
>
> — *Lori Harner, senior director of product marketing, E2open*

of attention to the information and data gaps that exist in the world's complex supply chains," says Lori Harner, senior director of product marketing at E2open. "Where the transition to outsourcing made companies more efficient and cost-effective, it also introduced a

return on investment (ROI) that chief supply chain officers (CSCOs), CEOs, and CFOs see when their companies invest in robust end-to-end supply chain visibility platforms that help them to not only see, but understand the data, act on collaborative resolutions, and learn for next time.

Using Data, Visibility, AI and Collaboration to Build Resilient Supply Chains

F or years, brand owners have outsourced more and more of their operations to specialists across ecosystems. For example, 75% of sales are outsourced to indirect partners, 84% of manufacturing is outsourced, and 65% of global logistics is outsourced. While the benefits of this long-term trend are undisputed (e.g., it helps companies become more agile, requires less capital, and makes them resilient to changing demand and market conditions), outsourcing also puts undue burdens on supply chains that rely on siloed data and processes.

Add the patchwork of internal disparate point solutions, lack of real-time data, and a plethora of new ecosystem partners to the mix, and the supply chain visibility picture gets even fuzzier. For help, more companies are turning to a more connected, digital approach that's integrated, harmonized, and real-time.

Recent global disruptions have only accelerated these trends with an acute recognition by CSCOs, CEOs, and CFOs that "good enough" is no longer good enough. Smart companies are using control tower capabilities driven by real-time data and artificial intelligence (AI), and that cut across departmental silos and go beyond basic visibility.

E2OPEN

A WINNING TRIFECTA

Not all supply chain visibility solutions are created equal. Some comprise independent, siloed functional areas such as planning and some have an analytic control tower overlay in an attempt to tie them all together. What companies really need is a single solution that combines multiple end-to-end applications, data, collaboration, and AI to address any business use-case.

This requires a new way of thinking about what to look for in a control tower capabilities. E2open is the only vendor that provides a large, global network, a complete range of AI-driven applications, predictive analytics, and robust collaboration between internal and external stakeholders.

ORCHESTRATING GLOBAL SUPPLY CHAINS

E2open orchestrates global supply chains for the world's largest companies. Its expansive network spans all four ecosystems: channel, supply, logistics, and global trade, and offers applications that cover the entire end-to-end supply chain.

"We connect a very disconnected world for our clients across all industries," says Lori Harner, senior director of product marketing at E2open. In doing so, the company helps eradicate siloed data, latent data, unharmonized data (i.e., when data arrives in multiple formats and times so it's hard to aggregate) and other key sticking points. To make this happen, E2open incorporates these four supply chain pillars:

Smart companies are using control tower capabilities driven by real-time data and artificial intelligence (AI) that cut across departmental silos and go beyond basic visibility.

1 *A large and comprehensive network.* Connecting a brand owner to any one partner is time consuming, complex, and expensive. Through its large and comprehensive network, E2open can replicate these efforts across many different trading partners. "By doing this once and reusing those connections over and over again," says Harner, "we've built economies of scale that drive competitive advantage. Think of this as a single satellite that multiple internet service providers (ISPs) connect to, and then each ISP provides internet access to hundreds of individual users. This digital supply chain is tiered, similar to the n-tiers of a traditional supply chain."

2 *Harmonize and synchronize valuable data.* Having reusable connections is essential, but it's not the end of the story. That's because once you have access to data, there also needs to be a mechanism to harmonize and synchronize disparate data to make it decision-grade; give it context to create a digital twin of the physical supply chain; and provide a mechanism to route that data to the approved and appropriate person and applications. "Think of this as a very intelligent router," says Harner, "that syncs disparate data and then routes that data to an AI-driven application that develops various different 'what if' scenarios."

3 *Robust applications.* Once decision-grade data is available, applications are needed to make decisions automatic. "Data without applications is not very valuable," says John Lash, E2open's VP of product marketing, "and applications without data are useless."

4 *A common, centralized view for all stakeholders.* Finally, there needs to be one pane of glass for all participants to operate from and collabo-

rate on. The E2open platform becomes that single version of the truth for all of those participants, regardless if they are employed by the brand owner or by one of its partners. The platform also supports good internal and external collaboration, both of which help organizations effectively address their outsourcing challenges.

LEVERAGING A UNIQUE, OPEN PLATFORM

Turning a digital vision into reality requires a different way at looking at things and calls for an open platform that has a strong network at its core. This is especially true in today's highly-outsourced operating environment, where disparate systems and poor supply chain visibility have become the accepted "norm" for organizations of all sizes, and across all industries.

"The processes used to make and deliver goods are all inherently linked, in that one leads into another," Harner says. "The problem is that these are often disconnected, with isolated process handoffs and siloed organization structures." Historically, this is for a good reason because past technology limitations made this the best available option; this is no longer true.

By combining the data and applications on one platform, E2open removes these artificial barriers and allows companies to break organization silos, enabling the accurate end-to-end cross-functional decision-making that companies have sought for decades. Key elements of the platform include:

- The largest multi-enterprise business network and reusable connections to get real-time data from all ecosystems, including logistics, channel, supply, and global trade partners.
- An integrated data model that normalizes, cleanses, enriches, and makes data decision-grade, creating a digital twin of the physical supply chain.
- A full suite of AI-enabled applications, with the depth and breadth to address all aspects of supply chain/channel management and enable cross-functional workflows.
- A unified user experience (regardless of the underlying data source, application, department, or enterprise).

"The combination of data and applications on a single multi-enterprise operating platform powered by AI helps companies at any stage of their journey—from entry level through to digital transformation…We see this as an essential transition for building agile and resilient supply chains now, and in the future."

— Lori Harner, senior director of product marketing, E2open

"The combination of data and applications on a single operating platform powered by AI helps companies at any stage of their journey—from entry level through to digital transformation," Harner concludes. "We see this as an essential transition for building agile and resilient supply chains now, and in the future."

All of this is powered by a vast multi-enterprise business network developed over the last 20 years, allowing you to quickly and efficiently connect to your ecosystem partners.

E2open's platform is designed to serve clients across all industries regardless of the degree of complexity or what stage you are at on your supply chain journey. Whether you are at the cutting edge for your industry, a fast-follower, or in the middle of the pack, E2open has you covered with a field-proven platform that provides the breath to meet your immediate needs in any functional area and the depth to grow with you.

Logistics Provider Improves Parcel Shipping Visibility for Global E-Commerce Customers

W ith more than 40,000 employees in over 120 countries, one European logistics provider offers services to a wide range of industries, from high tech and fashion to aerospace and defense. With e-commerce growing significantly in recent years, the uptick has created both challenges and opportunities for the company.

Collectively, this logistics provider's customers generate around 5 million cross-border and cross-continental small parcel shipments annually utilizing the provider's e-commerce shipping solution. Its global parcels are usually transported by air on international passenger flights, requiring a dynamic booking and tracking system that can meet the service-level agreements (SLAs) for the consumer marketplaces that the provider serves.

ADDRESSING KEY PAIN POINTS

Previously, the company relied on a technology solution from a third-party vendor. However, information technology (IT) support issues were rampant when it came to global small parcel tracking, leading to service degradation. The solution lacked agility and struggled to meet the complexities involved in tracking small parcels globally.

Moreover, the company's database required frequent manual updates and changes to data inputs. Because the system was highly customized, the end result was an unstable, non-scalable product that required unending process changes and IT intervention.

Ready for a change, the company began looking for a robust, quick-to-implement solution that would provide highly reactive tracking tools and enable the dynamic orchestration of workflows (i.e., redirecting parcels over multiple trade lanes as needed). Along with replacing its technology, the logistics provider also improved its organizational processes and reduced the complexity of global parcel management.

of precision would prove critical for international e-commerce and compulsory for compliance with e-tailer terms and conditions.

REAPING THE REWARDS

E2open could also handle tracking across multiple modes and complex shipment flows—two big pluses that pushed the company to select the solution provider for its end-to-end supply chain visibility application. Working under tight

E2open's advanced capabilities helped the logistics provider deliver on the promise the company had made to some of its largest, most important customers. The competitive advantages the organization gained are essential for its continued growth as well. The stability and scalability of E2open's platform provides a high-level value, and all stakeholders—business teams, internal IT, and customers—are pleased with the results.

TRACKING SIGNIFICANT IMPROVEMENTS

Today, E2open helps this global logistics provider move and track approximately 2.5 million international parcel shipments per year; doubled the company's customary processing volume within 10 months, reaching 5 million parcels annually; and reduced trade lane enablement time from one month to one day, enabling the company to offer more than 40 trade lanes.

Other key benefits include an internal IT team that no longer has to manage the carrier onboarding process; the elimination of data and process adjustments; improved end-user satisfaction; and a 35% reduction in the time required to process consolidated shipments. The global transportation and logistics company leverages E2open Global Logistics Visibility to orchestrate, drive, and track all parcel shipments from warehouse pickup to the last-mile carrier — and even final delivery to the consumer.

E2open helps this global logistics provider...

Move and track approximately **2.5** million international parcel shipments per year

Double the company's customary processing volume within **10** months, reaching **5** million parcels annually

Reduce trade lane enablement time from one month to one day, enabling the company to offer more than **40** trade lanes

Other key benefits include...

Internal IT team that no longer has to manage the carrier onboarding process

Elimination of data and process adjustments

Improved end-user satisfaction

35% reduction in the time required to process consolidated shipments

SOURCE: E2OPEN

While most track-and-trace solutions provide visibility at the container level—which is not sufficient for high volumes of e-commerce business in today's consumer environment—E2open's Global Logistics Visibility application would allow it to trace shipments from container to pallet down to the small package level. This degree

time constraints, E2open's implementation services team conducted a thorough review of the provider's existing processes, helped streamline them and efficiently completed the project. The application's maturity and configurable workflow orchestration features made the changeover fast, simple and effective.

E2OPEN

MAKING THE CASE FOR

End-to-End Supply Chain Visibility and Control

When companies work with a diverse third party logistics partner, everyone wins.

FOR THE CHIEF SUPPLY CHAIN OFFICER

An executive position that grows in complexity every year, the CSCO is tasked with maintaining executive leadership over the entire supply chain management team. As a key stakeholder in the end-to-end supply chain, the CSCO oversees sourcing, procurement, planning, manufacturing, and distributing products and services. Today's manufacturing looks a lot like the production of a 747, where producers outsource all manufacturing and orchestrate the final assembly. This is happening across all industries, and it creates increasingly complex infrastructure where demand is disconnected from supply and the vast majority of activity and data now resides outside of the enterprise. Connecting to thousands of ecosystem partners increases complexity exponentially and creates a huge barrier for CSCOs seeking a new level of performance for their organizations. To make that happen, CSCOs need end-to-end visibility and control platforms that support good planning and logistics decisions.

Connecting to thousands of ecosystem partners increases complexity **exponentially and creates a huge barrier for CSCOs seeking a new level of performance for their organizations…To make that happen, CSCOs need** end-to-end visibility platforms that support good planning and logistics decisions.

FOR THE CFO

With 75% of sales outsourced to indirect partners and 84% of manufacturing outsourced, companies have been able to improve their agility with less capital. They've also gained resiliency in changing market and demand conditions. There are also downsides for CFOs to consider. For example, the outsourcing trend also poses new challenges for supply chains operating with siloed data and processes, perpetuated by a patchwork of disparate point solutions, and without access to

real-time data or visibility to ecosystem partners and what's happening in their supply chains. Focused on managing their companies' financial actions, CFOs need data and technology tools that help them track cash flow, develop financial plans, and analyze their organizations' financial strengths and weaknesses. Then, they must be able to propose corrective actions. Meeting these needs requires a "connected" supply chain management approach that's integrated, connected, harmonized, and real-time.

With an end-to-end visibility platform in place, these C-level executives will better understand consumer demand across all tiers of distribution— intelligence that not only allows them to shape demand, but also create it.

FOR THE CEO OR COO

With markets changing dramatically in recent years, bringing goods to market has become more efficient and more complex. In the Ford plant circa 1950, iron ore came into the factory, and cars went out. The plants even generated their own power, but those days are long gone. This puts CEOs and COOs in the position of having to think outside of their own four walls to come up with sound strategic plans, tackle pressing challenges, and plan for future success. With an end-to-end

visibility platform in place, these C-level executives will better understand consumer demand across all tiers of distribution—intelligence that not only allows them to shape demand, but also create it. Other key benefits include the ability to sense demand using real-time data, AI, and machine learning (ML) to accurately predict customer orders; manage global trade compliance across borders; oversee effective transportation planning and execution; and the ability to manage multiple tiers of supply efficiently.

Turning Supply Chain Visibility and Control into Strategic Advantages

Businesses are like naval ships battling the rough winds and waters of a hurricane. In an area of uncertainty, the forces of change blow from every direction. With trade wars, pandemics, extreme weather, and other unexpected risks unbuttoning traditional business models, businesses have to brace themselves against volatility in demand and supply.

Where "safety stock" was the go-to strategy for companies that found themselves dealing with uncertainty, today's organizations have powerful technology working in their corners. These tools not only help them improve the productivity of their inventory, but they also help companies improve forecasting and operate with more agility and resiliency—both of which provide critical competitive advantages in the global trading environment.

FOR EVERY PRODUCT, EVERY DAY

Once in place, E2open's global supply chain software begins helping organizations optimize their supply chains and channels almost immediately. Using the operating platform, one multinational consumer packaged goods (CPG) manufacturer reduced its forecast errors by 40% and its inventory levels by 35%. Today, the company uses machine learning and AI to produce forecasts for every product, every day.

In another example, a global leader in IT, networking, and cybersecurity used E2open's software to save $40 million over two years, consolidate its number of systems down to just six (from a previous 70), and increase its near-term forecast accuracy by 30-40%. The company also achieved real-time visibility over all of its material movements and saved about $400 million in duties (based on an average of 10-15% savings per shipment).

As the largest cloud-based SCM provider with the broadest and deepest ecosystems, E2open is trusted by thousands of top brands across industries to run their mission-critical supply chains. Those clients include some of the world's largest, most complex, and best-performing businesses. Cloud-based and system-agnostic, the platform is flexible in terms of data integration, connectivity, or format.

BUILT FOR THE FUTURE

As they emerge from the disruption of 2020 and move further into 2021, companies will benefit from robust tools that help them see, understand, act, and learn while preparing them for the onslaught of orders that lay ahead and the next disruption (whatever that may be). With E2open, manufacturers, distributors, retailers, and logistics providers alike can develop strong, focused, dynamic companies that are built for the future.

Using the global visibility platform, one multinational consumer packaged goods (CPG) manufacturer reduced its forecast errors by 40% and its inventory levels by 35%...Today, the company uses machine learning and AI to produce forecasts for every product, every day.

E2**OPEN**®

SALES@E2OPEN.COM

UNITED STATES: +1.866.432.6736

UNITED KINGDOM: +44 1189 121200

TO FIND OUT MORE ABOUT WHAT E2OPEN CAN DO,
VISIT E2OPEN.COM