



# Resilience 2022

The Interos Annual Global Supply Chain Report  
Focus: Procurement

Commentary Report • May 2022 • [www.interos.ai](http://www.interos.ai)



# Contents

Executive Summary **03**

2. Supply Chain Disruptions are Frequent, Expensive and Often Hidden From View **10**

5. Operational Resilience is a Multiplayer Game **24**

Key Findings **04**

3. Supply Chain Risk Practices Require Further Improvement **16**

Conclusions & Recommendations **28**

1. Reconfiguring Global Supply Chains in Response to Disruptive Events **05**

4. The Role of Technology in Managing Risk Proactively **20**

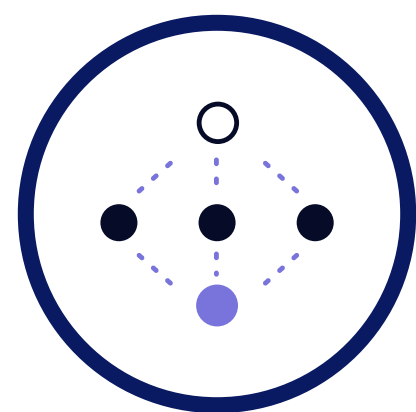
Appendix: Survey Demographics **31**

# Executive Summary

- Interos surveyed 750 chief procurement officers (CPOs) and other procurement decision makers across multiple industries about the impact of continued supply chain disruption.
- Organizations plan to make “wholesale changes” to their supply chain footprints amid continued supply chain shocks and rising geopolitical tensions. Companies plan to **reshore or nearshore an average of 51%** of existing supplier contracts.
- Organizations were impacted by **three** significant supply chain disruptions during the past year costing, on average, a combined **\$203 million in lost revenue**.
- Disruption causes were **split evenly between financial, operational, cyber, ESG and other risk categories**. Most companies were impacted by sub-tier supplier issues where they have limited visibility.
- Slightly **over half of an organization’s suppliers** are typically evaluated during risk analysis exercises. Only one-tenth of CPOs say they continuously monitor supplier risks.
- Technology is seen by procurement leaders as delivering significant benefits. While **most organizations currently lack advanced supply chain visibility solutions**, they plan to implement them in the next 12 months.
- Supply chain risk management and operational resilience **demand collective responsibility, collaboration and information sharing** with both internal functions and external suppliers and strategic partners. Most procurement executives acknowledge **they need to do a better job on all fronts**.



# Key Findings



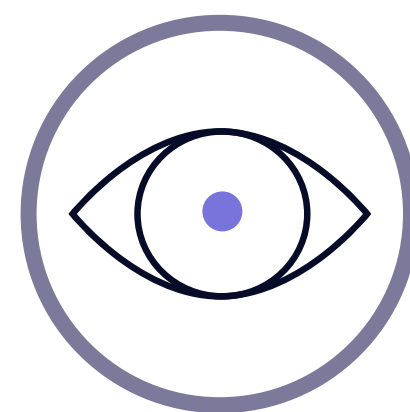
**61%**

say they plan to make wholesale changes to their supply chain footprint



**\$203M**

is the average annual cost of supply chain disruptions to each organization



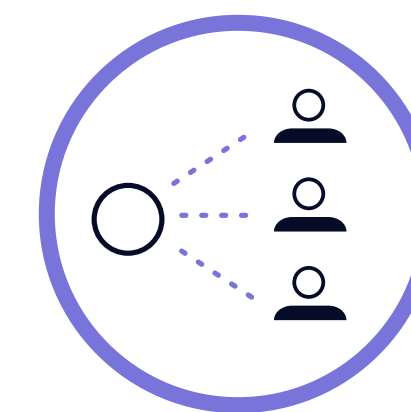
**11%**

of organizations currently monitor supplier risks on a continuous basis



**74%**

plan to implement or introduce technology to gain visibility within the next 12 months



**84%**

agree that collective responsibility is required to protect against supply chain disruptions



An aerial photograph of a port area, showing a grid of roads, buildings, and a large ship docked at a pier. The image is overlaid with a semi-transparent blue rectangle. In the center of the blue area, there is a white circle containing the number '1'.

1

# Reconfiguring Global Supply Chains in Response to Disruptive Events



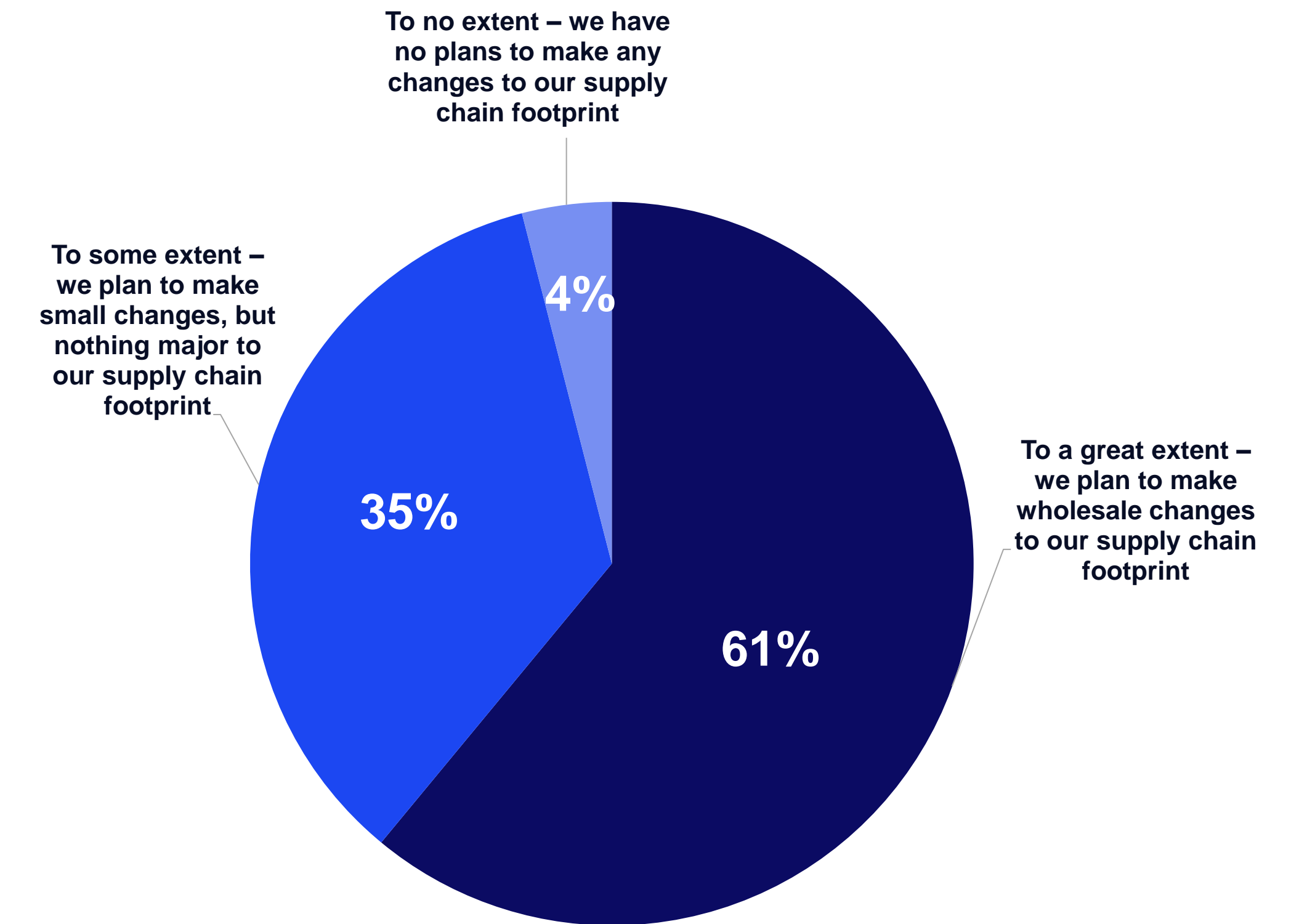
# More than 60% of procurement leaders say their organizations plan to make ‘wholesale changes’ to supply chain footprints

Major supply chain disruptions can no longer be considered rare events. Global shocks such as the U.S.-China trade war, COVID-19 and Russia’s invasion of Ukraine continue to ripple across the world’s supply networks. Organizations must adapt to these new realities – and many already are.

Enthusiasm for globalization – built on a plentiful supply of cheap labor and low-cost shipping – has waned in many parts of the world. More than 6 in 10 (61%) of procurement leaders say their organizations plan to make “wholesale changes” to their supply chain footprints. More than one-third (35%) expect to make “small changes”.

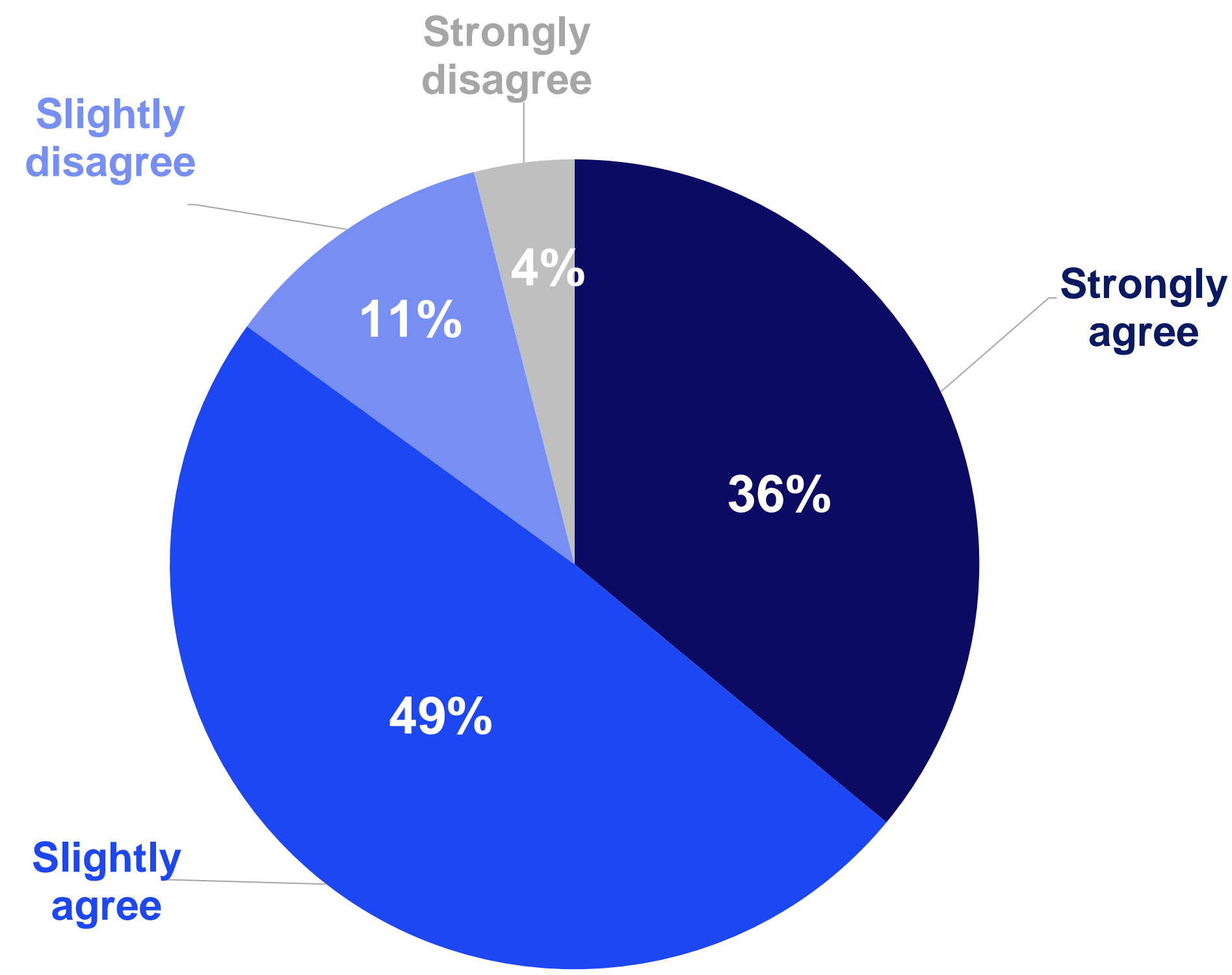
The drivers for these changes vary depending on customer location, company growth strategies, supplier sourcing needs, and the products and services the company delivers.

But the common message from CPOs is clear: “business as usual” is no longer an option.



Q: To what extent does your organization have plans to redesign your supply chain footprint? (Not showing all answer options) n=750

# More than 8 in 10 procurement leaders agree their supply bases are too concentrated in certain geographic locations



Q: To what extent do you agree with the following statement? "My organization has too many suppliers concentrated in one area of the world and this is of concern to us"; n=750

Concentration risk is a key area of focus as organizations reimagine their supply chains for growth and resilience.

Russia's invasion of Ukraine highlighted the dependence of the U.S., Europe, and other nations on these two countries for critical commodities such as oil and gas, coal, nickel, palladium, wheat, corn and fertilizer. Elsewhere, semiconductor manufacturing is heavily concentrated in Taiwan, while China controls an outsized share of rare earth minerals used to make products such as batteries for electric vehicles.

Disruptions in concentrated supply chains can devastate and destabilize economies a world away. Diversifying supply bases is an urgent priority for procurement leaders in companies and governments that are looking to protect themselves.

**DATA DIVE** **85%** agree their organization currently has too many suppliers concentrated in one area of the world

# Companies are retreating from global supply chains – half of suppliers are set to be reshored or nearshored

Concentration risks, supply shortages and growing lead times have strengthened the case for local sourcing and manufacturing across multiple industries.

Supply chain operating models of the last 30 years dictated that products be manufactured where costs are lower and labor is plentiful. But as wage gaps have closed and logistics problems have mounted, calls to “reshore” production to home countries such as the U.S., or “nearshore” it in adjacent ones such as Mexico, have grown.

While this trend is still emerging, the Interos survey indicates a clear appetite for increased reshoring. Funding and executing these plans will be high on the list of challenges.

***“In the U.S., there is an executive push for more nearshoring. Whether this is a reality remains to be seen as there are very serious and significant cost considerations.”***

– Procurement Executive, Aerospace & Defense, U.S.

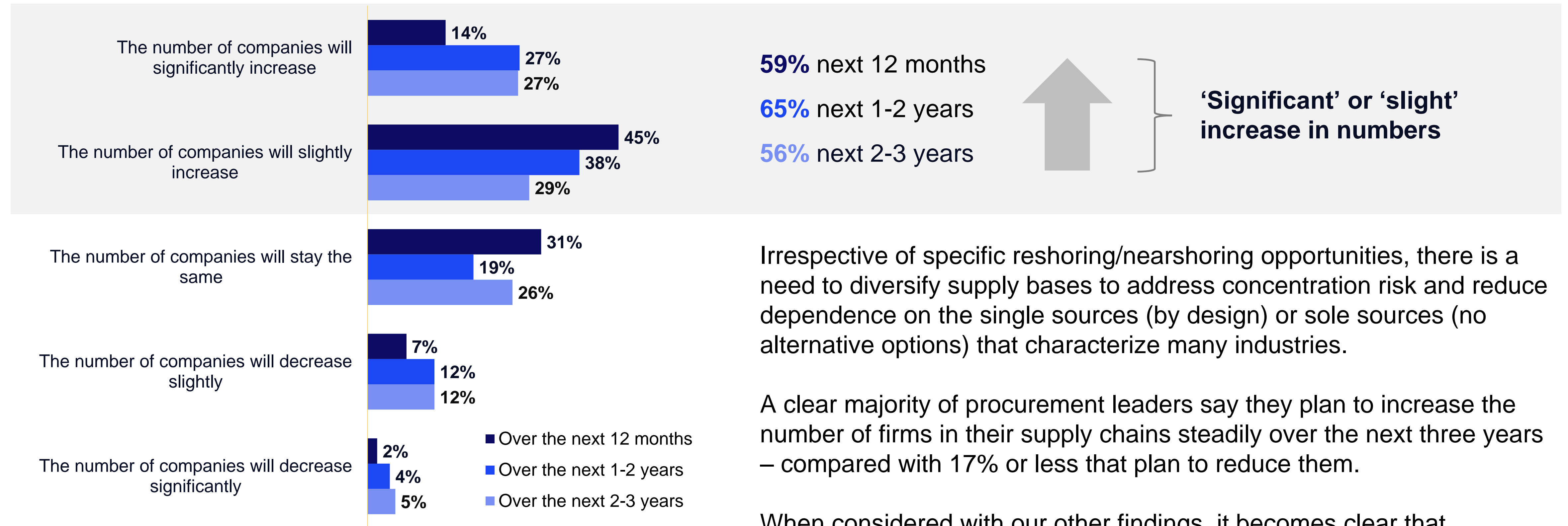
**52%** of suppliers are expected to be reshored or nearshored on average in the next three years



Q: What percentage of your organization’s suppliers do you expect to reshore/nearshore in the next three years?; n=750



# Around 6 in 10 organizations expect to increase the number of companies in their supply chains



Irrespective of specific reshoring/nearshoring opportunities, there is a need to diversify supply bases to address concentration risk and reduce dependence on the single sources (by design) or sole sources (no alternative options) that characterize many industries.

A clear majority of procurement leaders say they plan to increase the number of firms in their supply chains steadily over the next three years – compared with 17% or less that plan to reduce them.

When considered with our other findings, it becomes clear that organizations are serious about managing supply chain risk more effectively and increasing operational resilience.

Q: To what extent will the number of companies in your organization’s supply chain change over the following timeframes? Over the next 12 months; Over the next 1-2 years; Over the next 2-3 years”; n=750

2

Supply Chain Disruptions are  
Frequent, Expensive and Often  
Hidden From View



# Disruptive, high-impact supply chain events are now a regular occurrence

While COVID-19 lockdowns have dominated global headlines, supply chain turmoil can come in many forms: see the Suez Canal blockage, auto factory shutdowns due to a shortage of microchips, and spiking energy and food prices caused by Russia's war on Ukraine.

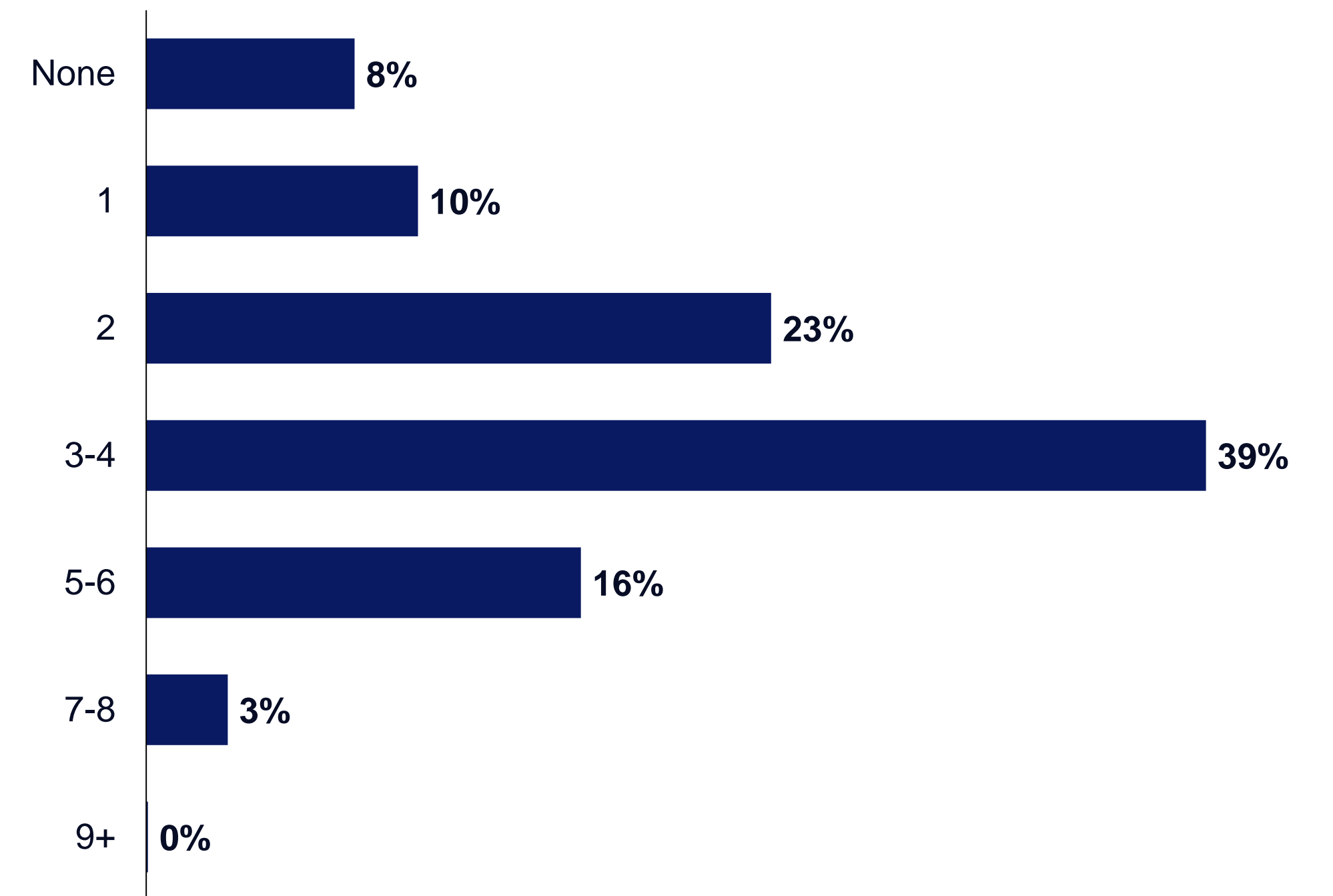
Unsurprisingly, our findings show that the number of major shocks that procurement teams must contend with has increased as well. On average, CPOs and other sourcing heads said their organizations were impacted by three significant risk events, including cyber-attacks and political instability, during the past 12 months, while 19% said it was more than five.

This demonstrates the importance not only of having resources and processes in place to respond to such disruptions – but also proactive supplier risk planning, assessment, mitigation and monitoring strategies.

DATA DIVE

**3** The average number of significant supply chain events that organizations have experienced in the past 12 months

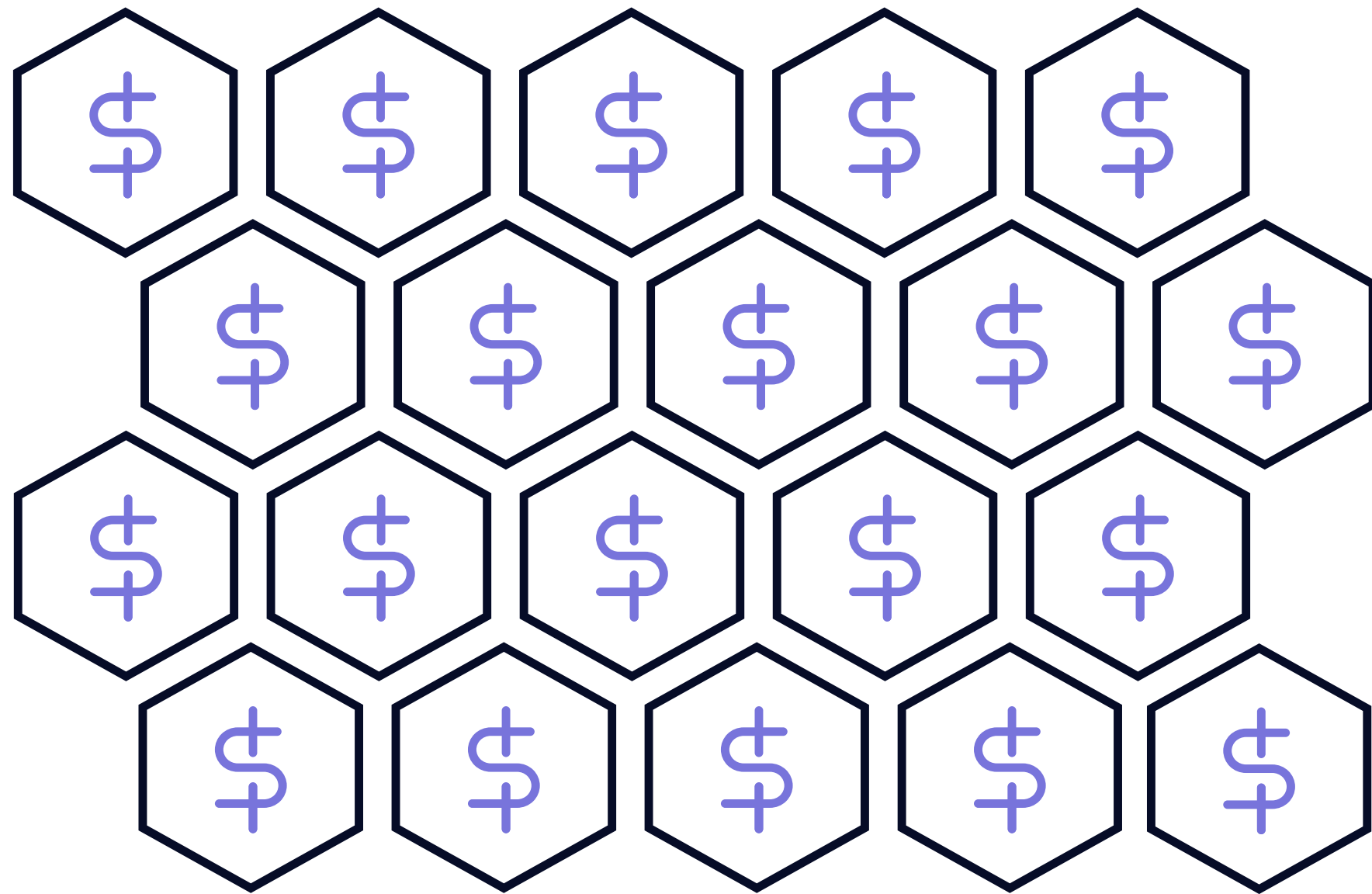
Number of significant supply chain events impacting organizations in the last 12 months



Q: How many significant supply chain events (e.g. cyber-attack, political instability, etc.) has your organization been impacted by within the last 12 months? (Not showing all answer options); n=750

# Frequent supply chain disruptions cost organizations tens of millions of dollars a year

**\$203M** The average annual cost of supply chain disruptions



Major supply chain disruptions can reduce supply availability, extend lead times, and delay order fulfillment. They are also costly from a financial perspective, since they may involve extra charges for spot-market purchases, expedited logistics, idle production lines, or even penalties for late or incomplete delivery.

According to procurement leaders, the annual cost to their organizations of supply chain disruptions is \$203 million, or 1.61% of their annual revenue. This figure varies quite a bit by geography and by sector. The highest costs were reported in France (\$292 million) and in pharmaceuticals and life sciences (\$298 million), while the lowest were in the U.S. (\$165 million) and in aerospace & defense (\$147 million).

Despite these variations, the total costs are significant and can be avoided or reduced through proactive supply chain risk management and operational resilience.

*Q: In your estimation, what is the annual cost in revenue to your organization as a result of supply chain disruption? n=750*



# Organizations cannot afford to ignore any of the six major categories of supply chain risk

A forward-thinking approach to effective supply chain risk management must consider all potential sources of disruption, whether frequent and relatively predictable or rare and difficult to foresee. This is because the financial impact to organizations of risk events is evenly spread across the six categories shown in the chart opposite.

The average annual disruption cost, according to procurement respondents, ranges from \$42 million for financial issues – such as a key supplier going bankrupt – to \$33 million for environmental, social and governance (ESG) risks – for example, fines for breaching human rights laws at a factory or service location.

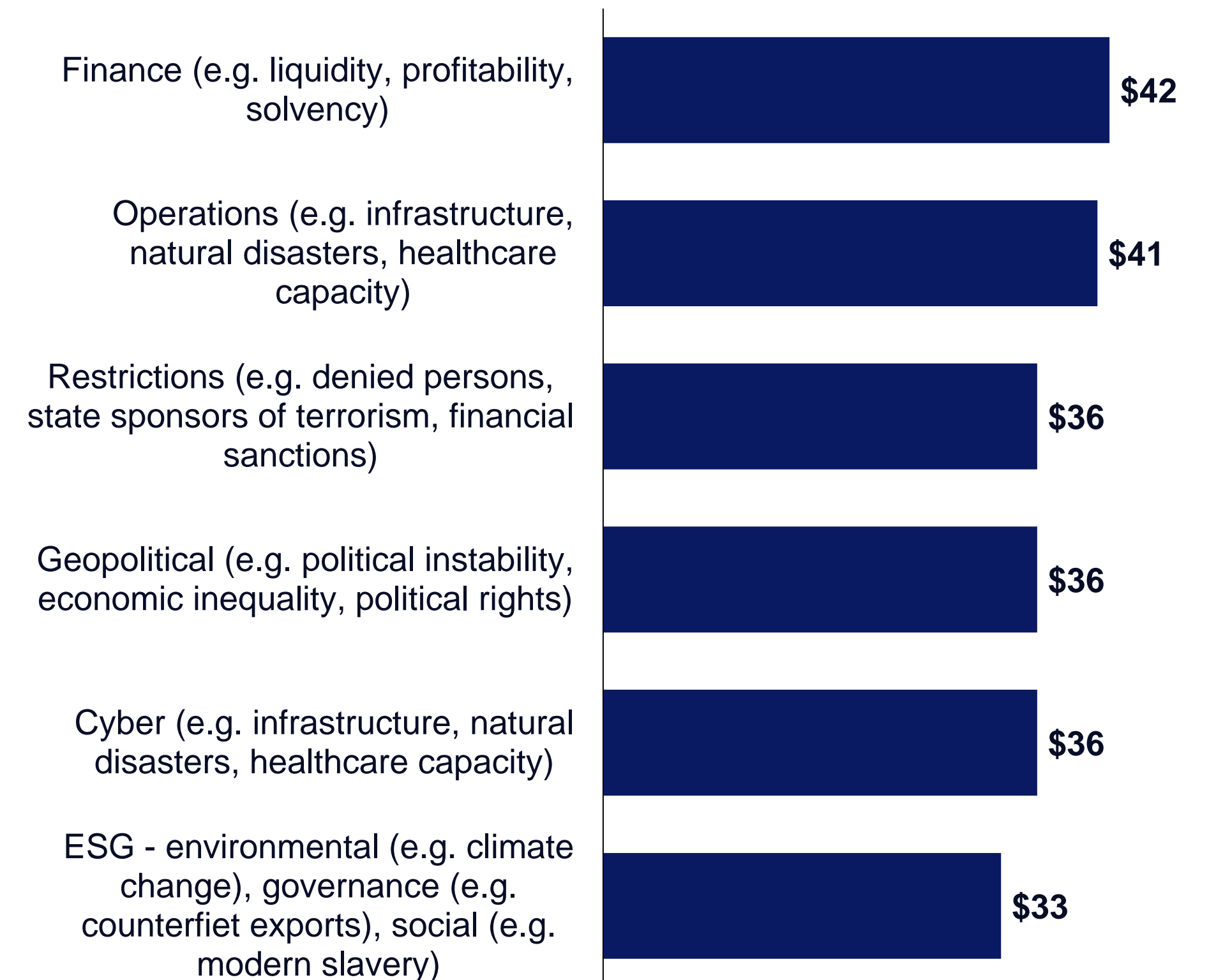
These similarities in cost impact highlight the fact that procurement leaders and their organizations must take each of these risk factors seriously and refrain from focusing on just one or two categories in isolation.

DATA DIVE

**.40%**

The average annual percentage of revenue lost due to a category-specific supply chain disruption

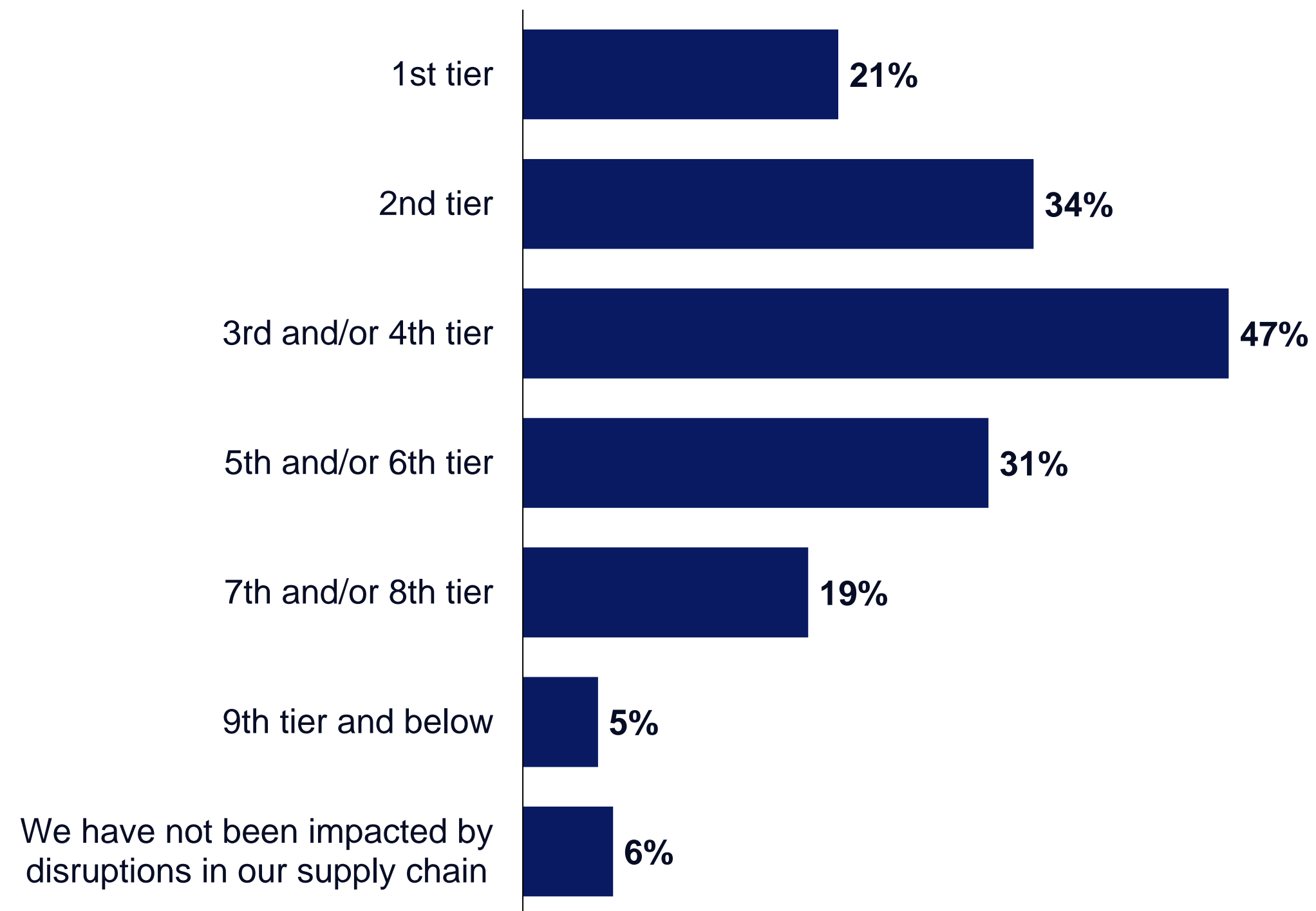
Average Cost to Organization in \$ Millions



Q: In your estimation, what is the annual cost in revenue to your organization as a result of supply chain disruption per category? n=750

# Most organizations have experienced supply chain disruptions beyond their Tier 1 suppliers

Where Disruptions Have Occurred



Q: Disruptions in which of the following tiers of your organization's supply chain have impacted your business operations? (Not showing all answer options); n=750

Organizations need to focus beyond Tier 1 suppliers given that the overwhelming majority (87%) of procurement executives reported supply chain disruptions occurring outside their direct supply base. Almost two-thirds (65%) reported being impacted by risk events below Tier 2 (their supplier's suppliers).

This is a common gap for several reasons: First, because organizations lack visibility into their sub-tiers, severely limiting their ability to stay ahead of disruption. Second, because Tier 1 partners themselves either lack information about potential disruptions further upstream or don't share this data in a transparent and timely way.

Many risk events are therefore hidden from view. Procurement and supply chain managers may discover the issues only when products or components stop arriving.

DATA DIVE

65%

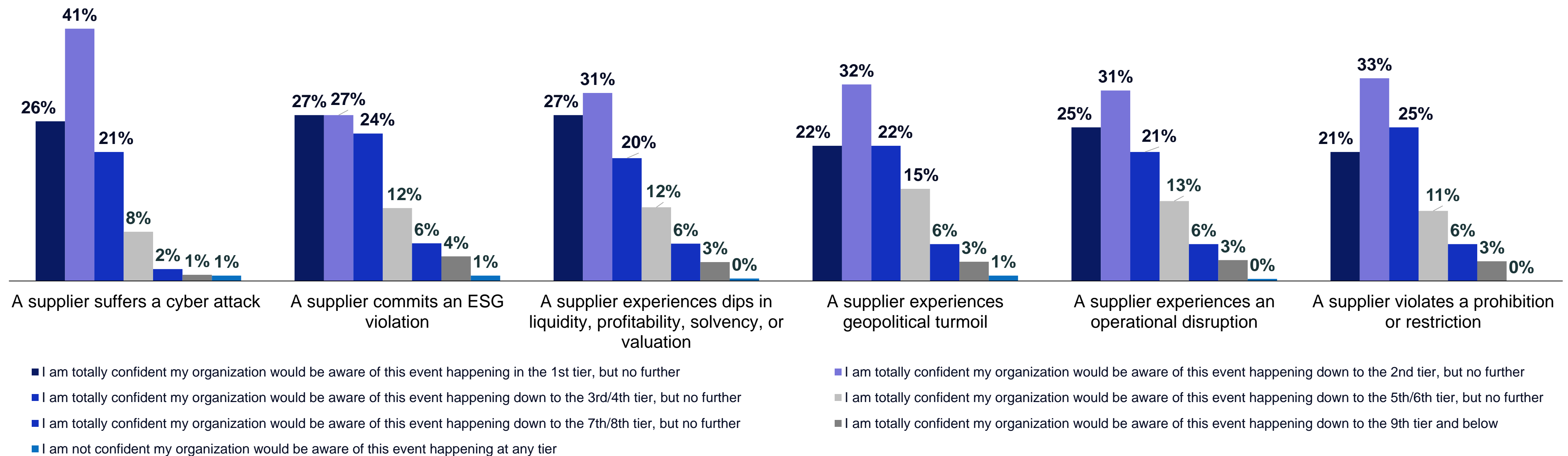
of organizations have experienced disruptions beyond Tiers 1 and 2 of their supply chain

Note: This report uses the term "Tiers," as opposed to "parties". For the purposes of this report, a Tier 1 supplier is the same as a 3<sup>rd</sup> party, a Tier 2 supplier is a 4<sup>th</sup> party, etc.



# The majority of procurement executives are confident they would know about disruptive events at Tiers 1 and 2 only

The danger of being taken by surprise when disruptions happen – leaving little time to respond in a cost-efficient way – is underlined by the fact that most survey participants are confident they would only be aware of the six risk events shown below if they originated in the first two tiers of their supply bases. More than a fifth of procurement leaders (21%-27% depending on the event type) say they only have confidence at the Tier 1 supplier level. This leaves many organizations at the mercy of invisible supply chain shocks.



Q: Down to which tier in your organization's supply chain are you totally confident you would be aware of, should one of the following events happen? (Not showing all answer options); n=750



3

# Supply Chain Risk Practices Require Further Improvement



# Organizations are not evaluating supplier risk in a significant minority of relationships

Identifying and assessing different types of supplier risk and understanding other factors such as the true value at risk in a given scenario, or the availability of alternative sources, is critical to operational resilience.

Risk prioritization via segmenting suppliers by their value to the organization is a pragmatic approach. However, it is concerning that procurement leaders say that only just over half of suppliers (57%) are typically evaluated during their risk analysis process.

While a deeper level of analysis may be required for the most strategic and critical partners, it is necessary to assess a broader set of suppliers for financial, cyber and other risks, both for compliance and operational resilience reasons. Without this, firms leave themselves exposed.

***“Resilience can be improved by implementing tighter controls and more robust risk assessments. Do not take unnecessary risks when sourcing products. There will be a trade-off with cheaper products sourced in developing countries.”***

– Procurement Executive, Central Government, Austria

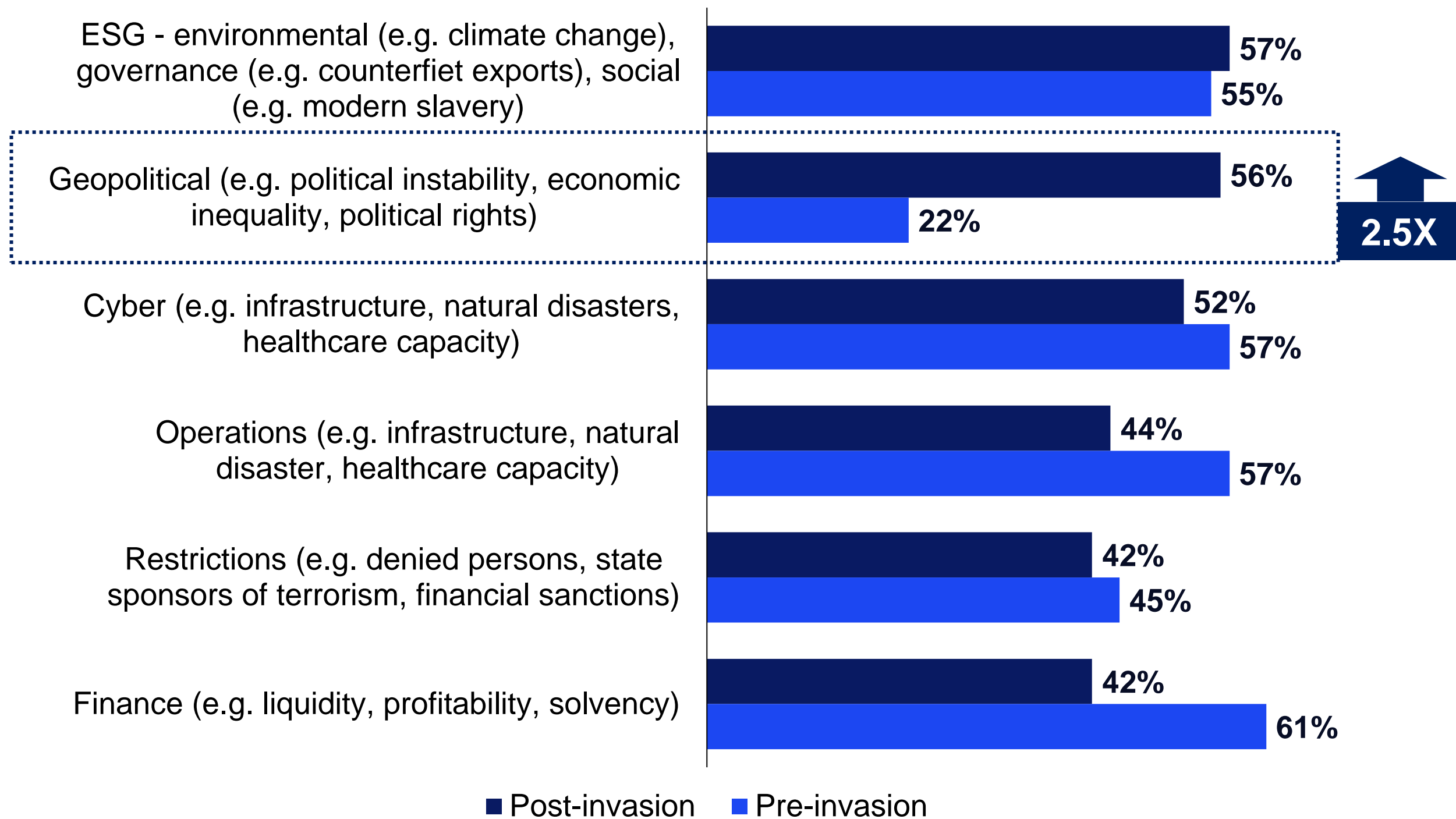
**57%** of suppliers, on average, are evaluated as part of an organization’s risk analysis



Q: What percentage of your organization’s suppliers are evaluated for risk as part of your organization’s risk analysis?; n=750

# Geopolitical risk factors have more than doubled in importance since Russia invaded Ukraine

## Most Important Risks When Evaluating Suppliers



Q: Which of the following factors are most important to your organization when evaluating strategic partners/suppliers? (Combination of responses ranked first, second and third, not showing all answer options); Before n=750, After n=84

Geopolitical issues such as military conflict, social unrest, and terrorist attacks are often downplayed in supply chain risk analysis. Just prior to Russia’s invasion of Ukraine, for example, our survey found that less than a quarter of procurement leaders (22%) prioritized such considerations in their supplier evaluations. Asked the same question a few weeks into the war, however, and that figure had more than doubled to over half of the sample (56%).

The war in Ukraine demonstrates how quickly conflict can disrupt fragile global supply chains, especially those that are heavily dependent on another country. The ongoing U.S.-China trade war and the threat of a Chinese invasion of Taiwan – the dominant player in semiconductor manufacturing – are other examples of major geopolitical issues that must be factored into supply chain risk management efforts.

Organizations that fail to take sufficient account of geopolitical risks among suppliers ahead of time are left scrambling to respond to sudden supply shortages, logistical problems, cost increases and government restrictions.



# Only 11% of organizations say they monitor supplier risks on a continuous basis

The frequency with which organizations monitor risk across their supply chains is also critical. Only slightly more than 1 in 10 procurement respondents said they “continuously” monitor supplier risks, with almost three-quarters doing this on a weekly, monthly or quarterly basis.

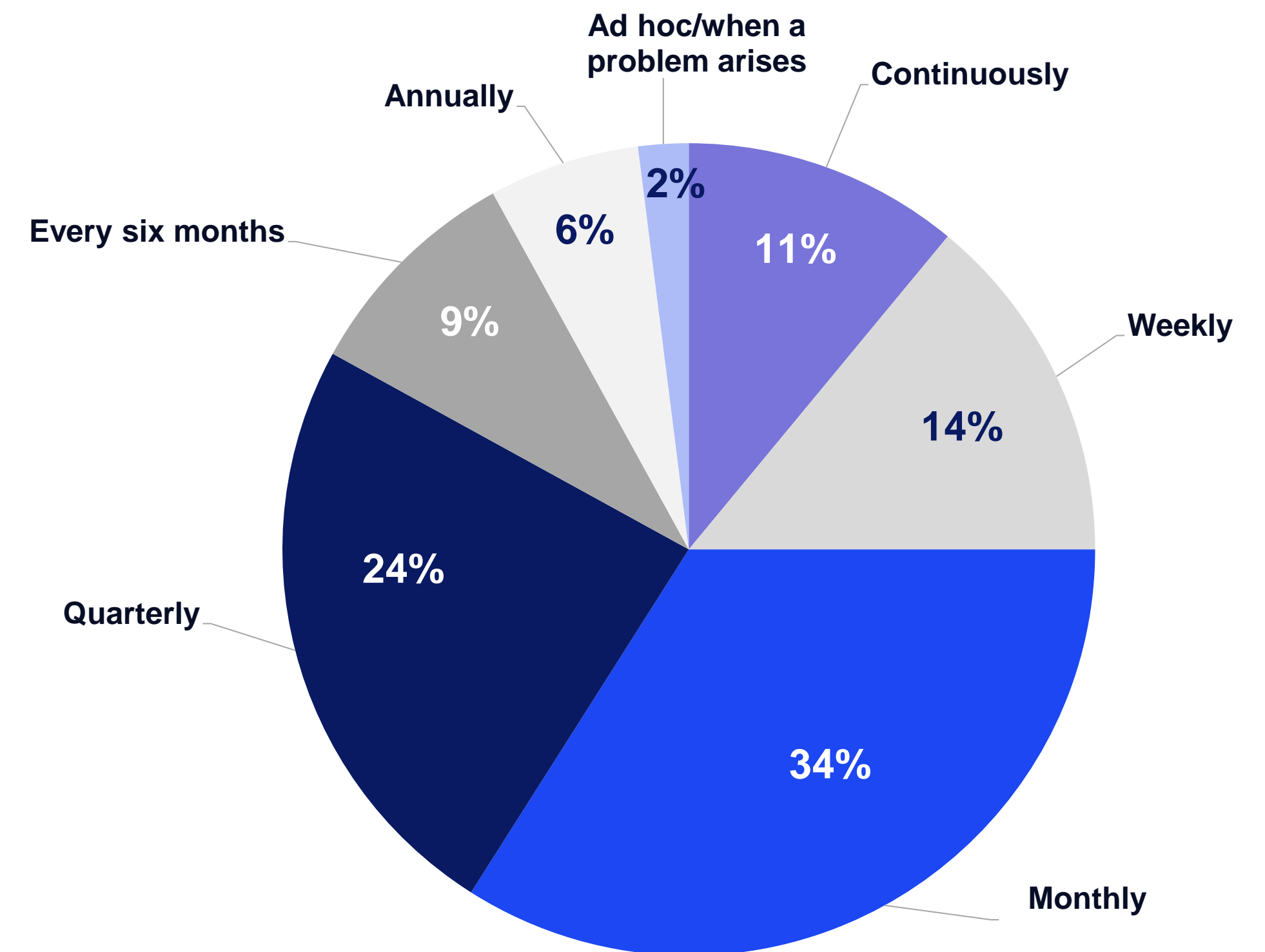
With so many potential sources of disruption across an extended global supply network, there can be significant benefits to those with real-time, near-real-time or at least daily warnings of supplier risk events.

For organizations seeking to improve their ability to protect themselves against vulnerabilities in their supply chains, moving from a periodic to a continuous monitoring strategy should be high on the priority list.

*“Managing our own capabilities can lessen the impact of supply chain disruption. We use data and digital technology to plan. The aim is to be able to anticipate problems before they happen.”*

– Procurement Executive, Aerospace & Defense, Germany

## How Often Supplier Risk is Monitored



Q: How frequently is your organization monitoring supplier risk as part of your organization's risk analysis?; n=748 [Shown to respondents who said their organization evaluates suppliers as part of their risk analysis]

A person in a server room holding a laptop, with a blue overlay and a white circle containing the number 4.

4

# The Role of Technology in Managing Risk Proactively



# Technology enables organizations to mitigate supply chain risk and gain a competitive advantage

A total of 746 of our 750 procurement executive survey respondents felt there were clear benefits to be gained by investing in software solutions for supply chain risk management.

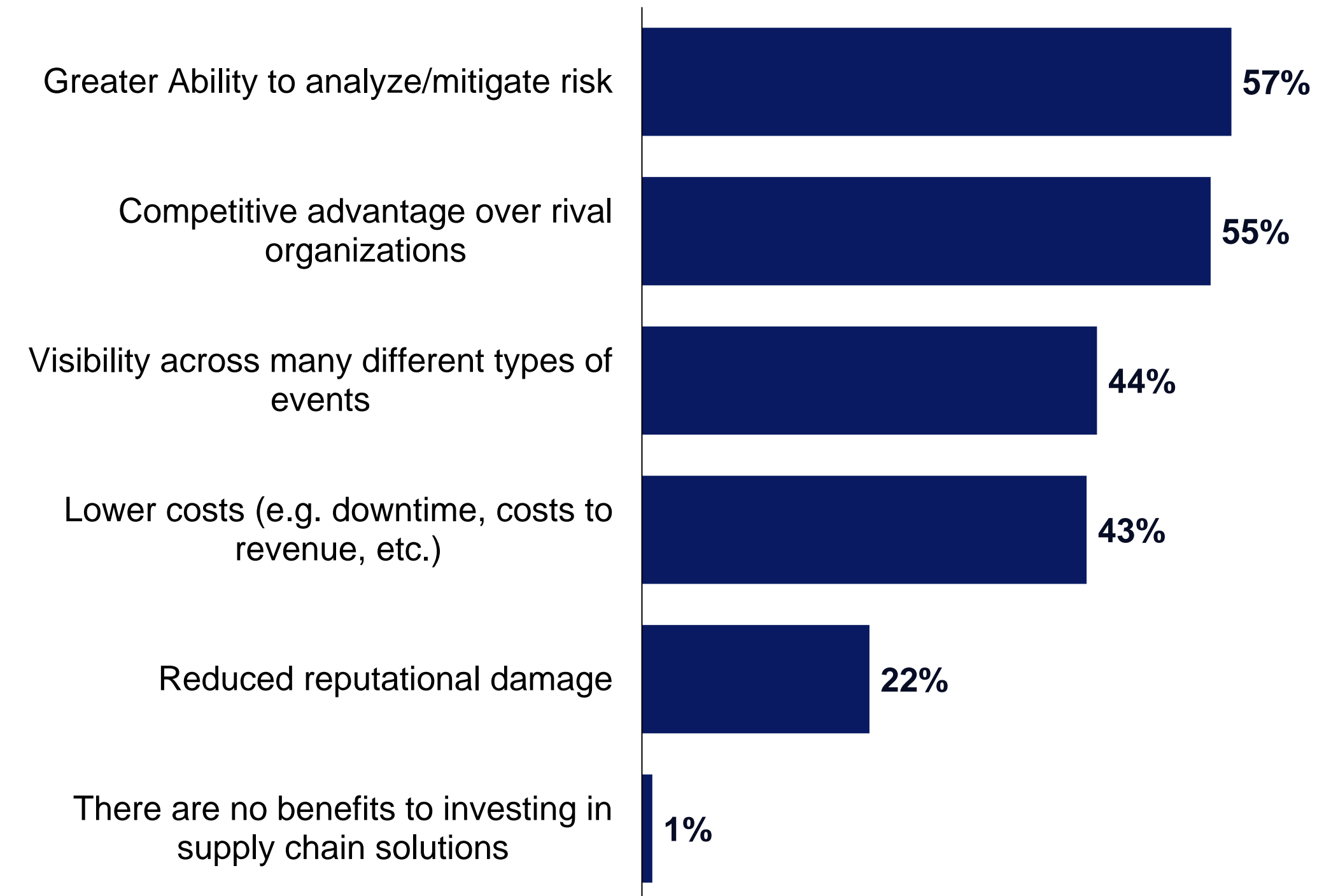
Chief among these benefits is the ability to analyze and mitigate risk through enhanced access to data and information. More than half of procurement leaders also saw opportunities to gain competitive advantage over rivals, in addition to limiting the negative impact from supply chain disruptions.

Reducing extra costs associated with such disruptions and improving visibility across different types of risk events via continuous monitoring were also identified as benefits by a substantial minority of procurement leaders.

***“Investing in resilience with digital capabilities at its core can pay off not only in the long term, but also in the short term.”***

– Procurement Executive, IT & Technology, Germany

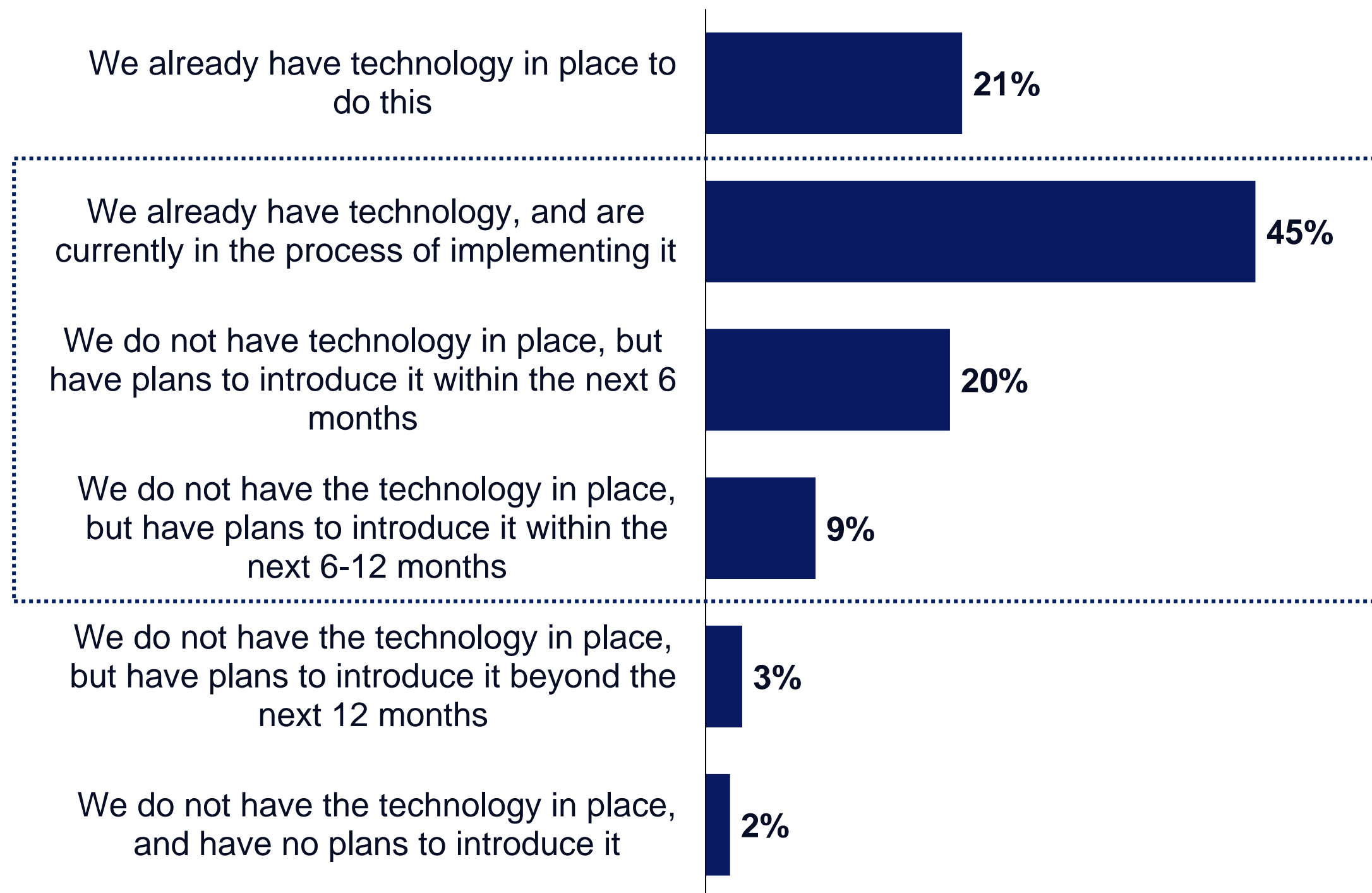
## Benefits of Supply Chain Risk Solutions



*Q: In your opinion, what are/would be the greatest benefits to your organization investing in a supply chain solution that can analyze risk across multiple categories? (Not showing all answer options); n=750*

# Only a fifth use intelligent supply chain visibility solutions – but most plan to implement them soon

## Use of Supply Chain Visibility Technology



Q: Does your organization plan on leveraging automated/intelligent solutions to gain visibility into interdependencies into your supply chain? (Not showing all answer options); n=750

Understanding the interdependencies between an organization and its suppliers at different tiers is essential because many supply chain disruptions originate among indirect suppliers (those at Tier 2 and even further upstream).

Without this level of visibility, procurement managers cannot make informed decisions about where and how to mitigate potential sources of supplier risk.

Supply chain visibility is a big data problem that requires a big data solution.

While only just over one-fifth of procurement executives say they already use intelligent and automated technology to gain visibility of supplier interdependencies, almost three-quarters say they are implementing it or plan to introduce it within 12 months.

***“Increased visibility and the ability to react quickly is essential. Data analytics are crucial in operating and supporting a modern supply chain.”***

– Procurement Executive, Aerospace & Defense, Ireland



# Most would happily partner with a solution provider that offers broad visibility of supply chain risks

*“Resilient organizations not only have a plan, but also the modern technology to enact and optimize it.”*

– Procurement Executive, Financial Services, U.S.

The importance of having multi-tier supply chain visibility and the need for advanced technologies to obtain it highlights the crucial role that solution providers play in helping organizations to improve their supply chain risk management practices and build greater resilience.

This fact explains why the vast majority of procurement executives across all geographic regions and industry sectors covered in our survey agree that they would value a partnership with a vendor that can deliver visibility of supply chain risks to all relevant functions and stakeholders within their organizations.

DATA DIVE

**74%**

plan to introduce technology to gain visibility of supply chain interdependencies in the next 12 months

**85%**

would value a partnership with a vendor that gives supply chain risk visibility to all relevant departments



Q: To what extent do you agree or disagree with the following statement? “My organization would value a partnership with a vendor who helps give us visibility over supply chain risks, to all relevant departments”; n=636 who “strongly agree” or “somewhat agree”





5

# Operational Resilience is a Multiplayer Game



# Collective responsibility is key to help organizations reduce their exposure to supply chain shocks

*“Some events are outside our control, but can be prevented through better planning and the availability of up-to-date supply chain management data.”*

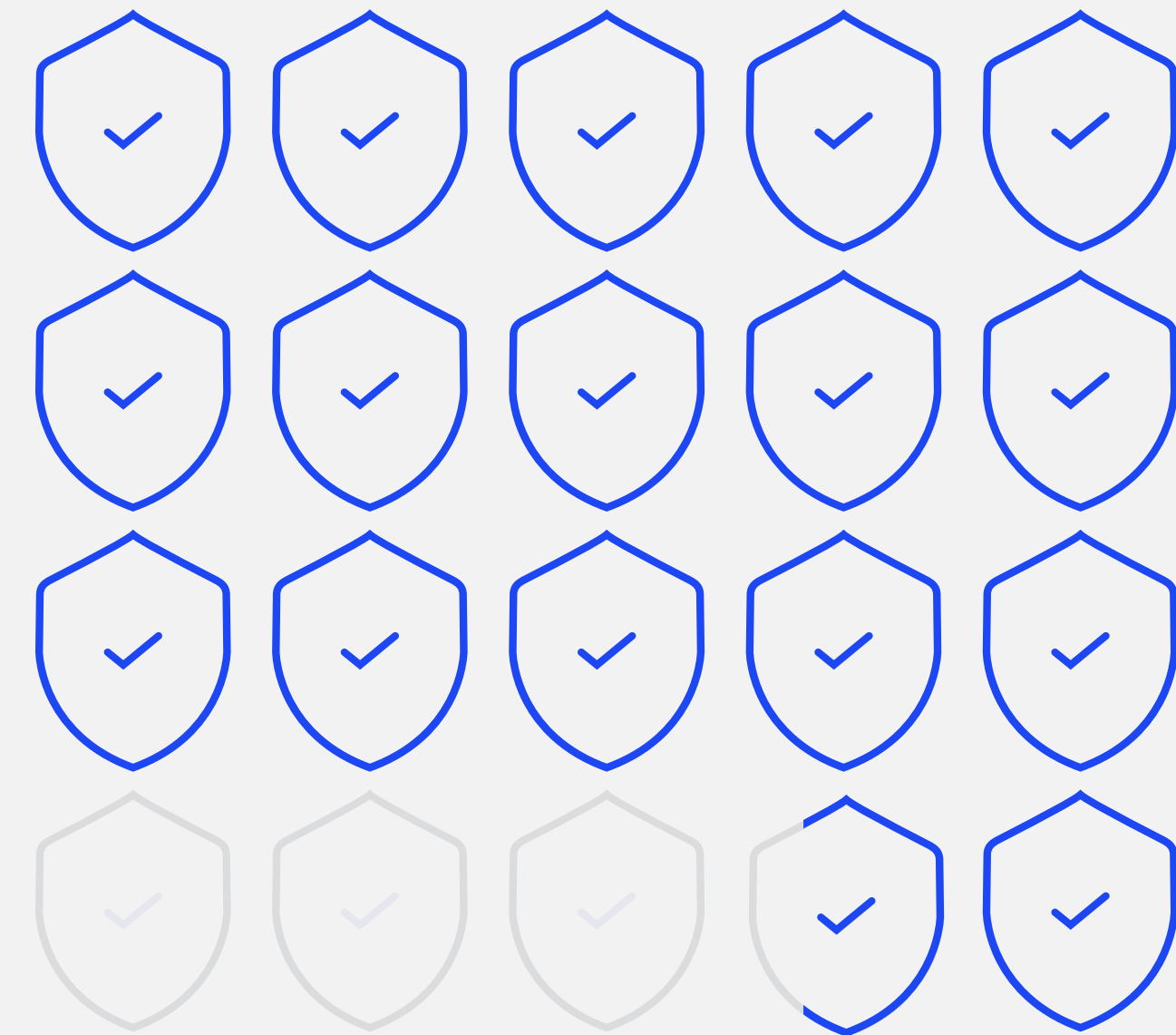
– Procurement Executive, Aerospace & Defense, Germany

Interos defines operational resilience as “the ability to continue providing products or services in the face of adverse market or supply chain events. An operationally resilient organization manages risk in a strategic and proactive way to prevent, respond to and recover quickly from disruptions that could impact its customers, brand reputation or financial performance; and to seize new business opportunities.”

Achieving operational resilience is not, however, something that one organization can do on its own; it requires collective responsibility and an ecosystem-wide approach. This is recognized in the finding that over **8 out of 10** procurement executives agree that working collaboratively across internal functions and with key suppliers and other external partners is critical if they are to equip their organizations to respond effectively in the face of constant and significant supply chain disruptions.

**84%**

say cooperation across internal departments and with suppliers is vital to protect against disruptions

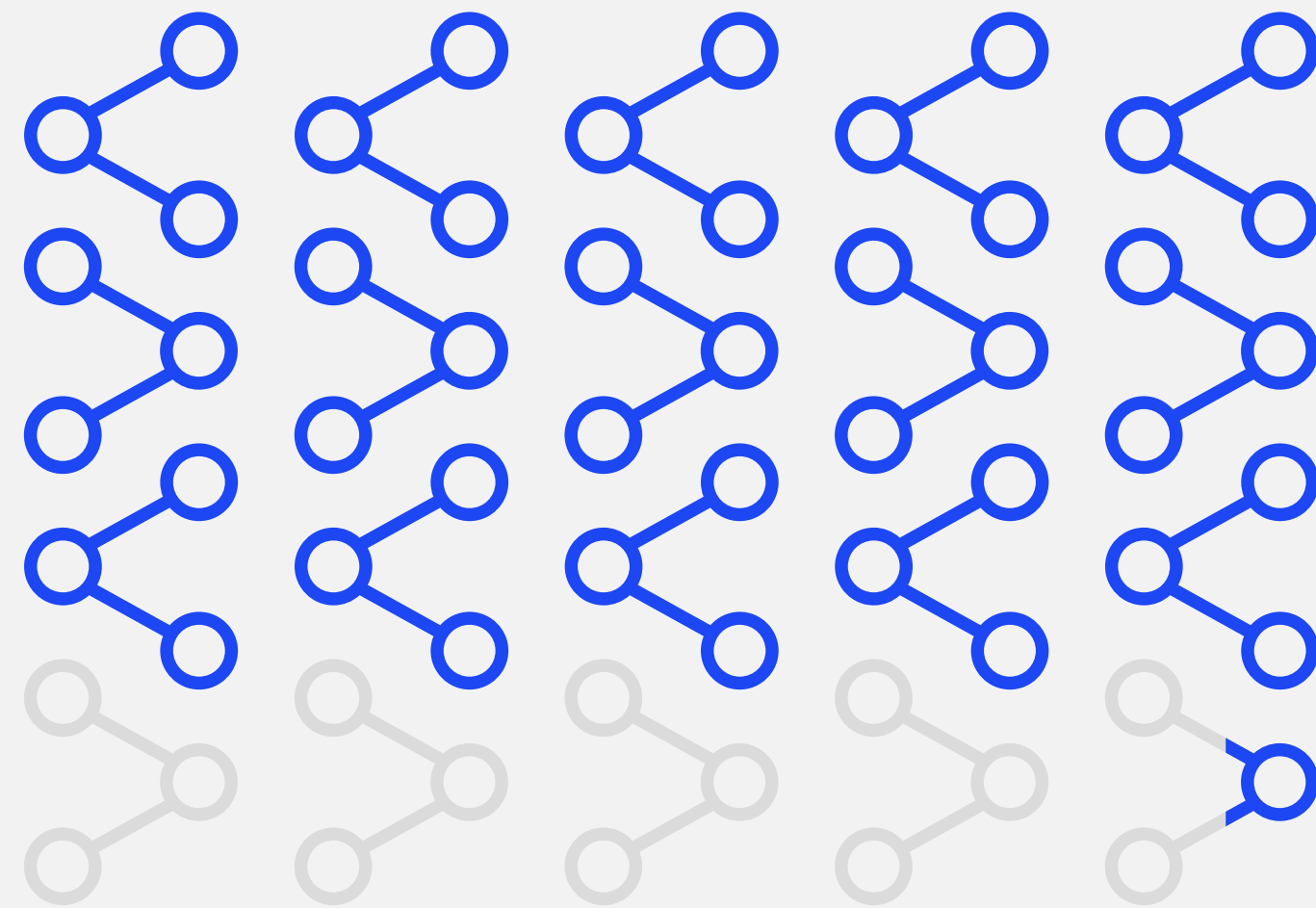


Q: To what extent do you agree or disagree with the following statement?  
“Collective responsibility (e.g. across departments/suppliers/partners) is critical to help ensure my organization is best protected against supply chain disruptions”;  
n=631 who “strongly agree” or “somewhat agree”

# Better internal collaboration and information sharing is needed to manage supply chain risk effectively

78%

agree they need to improve how they collaborate and share information internally across departments



Q: To what extent do you agree or disagree with the following statement? “My organization needs to improve how we collaborate/share information internally (e.g. across departments) when it comes to supply chain risk”; n=586 who “strongly agree” or “somewhat agree”

*“Developing and improving a proactive approach requires security and business continuity professionals to take into account the impact of a critical event on all departments.”*

– Procurement Executive, Central Government, U.S.

Collective responsibility for supply chain risk starts within the four walls of an organization. Without effective cross-functional information sharing and collaboration, it is difficult to align interests, develop processes, and mitigate risks jointly with external suppliers and other partners.

Almost four-fifths of procurement executives agree they need to improve how they collaborate and share information between departments. In the case of cyber threats that means organizations require close cooperation between procurement, IT security and supply chain managers to identify and plug vulnerabilities at suppliers with access to their systems and networks.

For financial, ESG and trade restriction risks, it requires tight integration between professionals in the procurement, finance, sustainability, legal and enterprise risk functions.



# An overwhelming majority accept their organizations must improve external collaboration with suppliers

*“We partnered with multiple suppliers to avoid disruption. Flexibility is the key: diversify suppliers, source new products and build closer relationships with the key and critical partners.”*

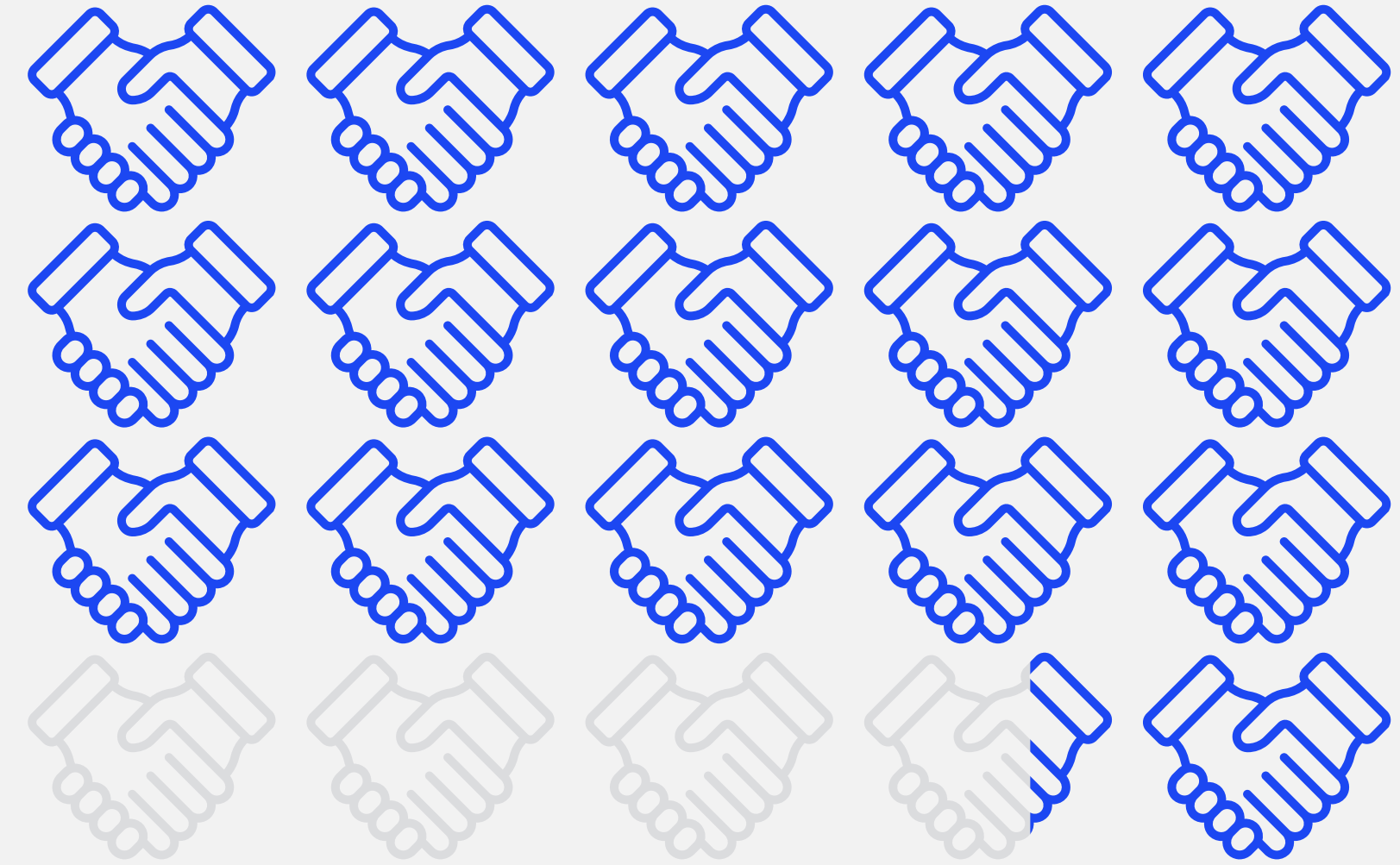
– Procurement Executive, Aerospace & Defense, Canada

Operational resilience is a multiplayer game; it requires the support and cooperation of suppliers and strategic partners throughout the supply chain. Again, an overwhelming majority of procurement leaders agreed that they need to do a better job of external engagement when it comes to building operational resilience.

Supplier collaboration in risk management is vital for several reasons. First, because trust-based relationships are essential if suppliers are to share sensitive data about their own supply chains and risks that may impact efficient operations. Second, because business continuity and contingency plans need to be understood and stress-tested between different organizations. And third, because effective risk mitigation strategies often require coordinated decision making, aligned processes, and joint investments, metrics and incentives.

**82%**

agree they need to improve how they collaborate and share information externally with suppliers/partners



Q: To what extent do you agree or disagree with the following statement? “My organization needs to improve how we collaborate/share information externally (e.g. with partners and suppliers) when it comes to supply chain risk”; n=613 who “strongly agree” or “somewhat agree”



An aerial photograph of a large industrial complex, likely a refinery or chemical plant, featuring numerous storage tanks, distillation columns, and piping. The image is overlaid with a semi-transparent blue rectangle. Centered within this rectangle is the text "Conclusions and Recommendations" in a white, sans-serif font.

# Conclusions and Recommendations



# Conclusions & Recommendations

- When organizations are reconfiguring global supply chain footprints, CPOs should focus on reducing concentration risk for critical raw materials, components, products and services by diversifying the number of suppliers and their geographic locations to broaden their options during disruptive events.
- Operational resilience requires proactive risk planning, assessment, mitigation and monitoring capabilities, as well as the ability to react quickly and effectively when a major disruption happens. Make the case for additional resources to do this upfront work if required and ensure you pay attention not only to direct, Tier 1 suppliers, but also to key indirect suppliers at Tiers 2, 3, and beyond.
- Align the depth and rigor of supplier risk assessments according to their value and importance to the business, while broadening the number of suppliers that are evaluated for financial, operational, geopolitical, cyber and ESG risks.
- Move from a periodic approach to supplier risk monitoring to a strategy that puts a premium on real-time insights and speed of action.
- Invest in operational resilience solutions that map interdependencies across multiple tiers of the supply chain, provide visibility of relationships and major risk factors, and enable your organization to monitor supplier risks and potentially disruptive events on a continuous basis.
- Educate internal stakeholders about the need for proactive supply chain risk management and operational resilience. Build a collaborative culture of risk awareness and develop processes, governance mechanisms and incentives that drive information sharing and foster internal cross-functional and external supplier collaboration.



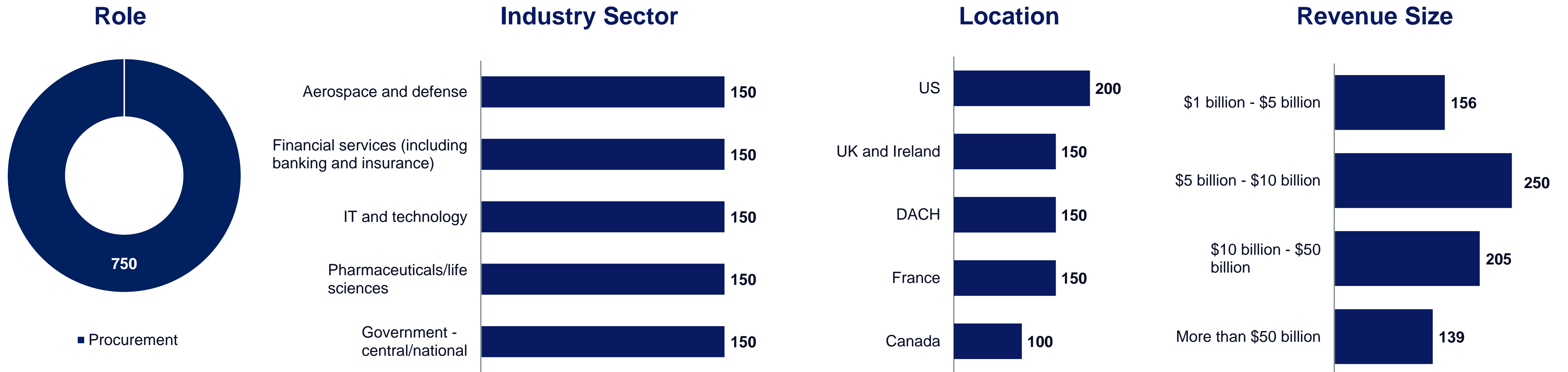
An aerial photograph of a port area, showing a large gantry crane on a pier and a ship docked. The image is overlaid with a semi-transparent blue rectangle. The word "Appendix" is centered in white text within this rectangle.

# Appendix



# Survey Demographics

750 procurement decision makers were interviewed in January, February and March 2022



Figures show the number of survey respondents in each category.

Interos commissioned independent technology market research specialist Vanson Bourne to undertake the quantitative research upon which this report is based. Interviews were conducted online using a rigorous multi-level screening process to ensure that only suitable candidates were given the opportunity to participate.

**About Vanson Bourne:** Vanson Bourne is an independent specialist in market research for the technology sector. Their reputation for robust and credible research-based analysis is founded upon rigorous research principles and their ability to seek the opinions of senior decision makers across technical and business functions, in all business sectors and all major markets. For more information, visit [www.vansonbourne.com](http://www.vansonbourne.com).





Commentary Report • May 2022 • [www.interos.ai](http://www.interos.ai)