Global
Supply Chain

The Drive for Visibility

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MIT Crossroads

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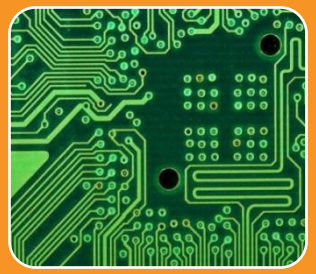
Visibility Lexicon



Visibility

- Strategy & Mindset
- The framework for digital connections

Transparency

- “Showing”
- Building Trust

Traceability

- Tracking
- Sourcing→ Production→ Distribution

Influences Shaping Visibility

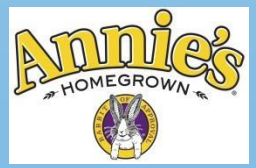
The New Supply Chain

Convergence of physical and digital

Unprecedented complexity and volatility

Growth partner

Consumer First: Transparency



The Technology Imperative

"Rapidly shifting digital business models mean CSCOs must keep a hand in the technology game to be relevant."

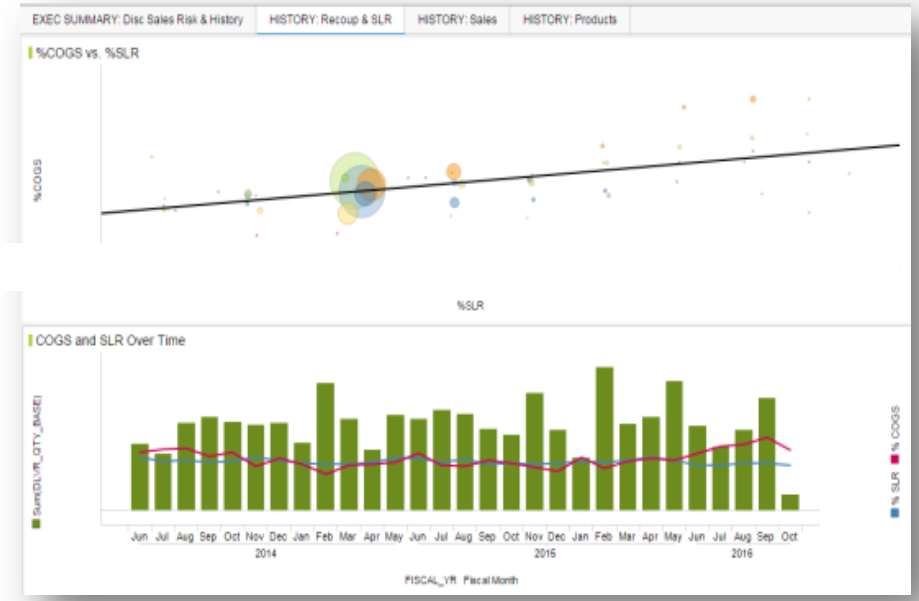
Source: Gartner (June 2015)

The Visibility Opportunity

“Creating Windows where there are Walls”

- Cost Savings
- Risk Mitigation
- Brand Trust

Use Case #1: Age Risked Inventory Mgmt



- ✓ Removed a core barrier by making the data accessible
- ✓ Visualization made insights actionable
- ✓ Result: Significant incremental profit
- ⚠ Sustainability of improvements at risk without clear E2E ownership

Connected data at the **right place** and **right time** will enable **faster and better decisions**.

Visibility changes the way we work
process change & ownership + data acumen

Use Case #2: Yoplait Cow to Cup

Problem: Tell the story of “Where does my Yoplait come from?” through Cow to Cup traceability

True cup-level traceability near-impossible

Abundant internal information already existed to tell the appropriate story, without live Traceability

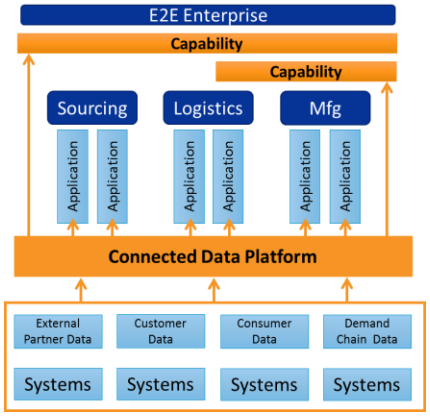
Transparency ≠ Traceability
Transparency for each brand is different

Business teams need ways to **access** and **prioritize information** to share

Key Learnings

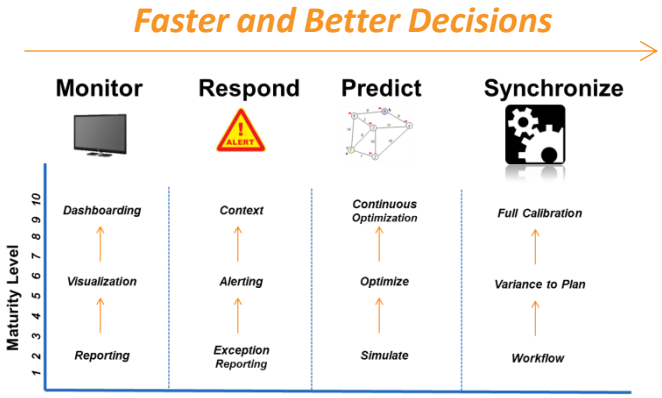
Connected data is critical

Data Centralization & Integration



Capabilities to Drive Insight & Action

Interchanges, ERP enhancements, Work Flow



Visibility Changes the Way We Work

Mindset, Skillsets, Process, Org

- Connected processes need clear E2E ownership
- Data-driven actions vs. bias-driven actions
- New skillsets & data acumen
- Prioritizing E2E solutions instead of targeted/functional capabilities and value

Respect & balance the benefits

Cost Savings, Risk Mitigation, Brand Trust