

Competitive advantage or **balance sheet burden?**

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Report: Technology Across the Supply Chain

Technology Across the Supply Chain

Slow implementation, rapid replacement, the commercial benefits of technology in the supply chain still remain unclear. At least 25% of respondents who invested in warehouse management systems within the past two years plan to reinvest within the next two years.

Report Introduction

Technology still remains an area where many companies allocate much of their annual budget. A debate that has raged since the introduction of technology into the workplace is whether this level of investment is truly beneficial to the objectives of an organisation.

Although companies are still spending vast sums of money on implementing 'whizz-bang' solutions there is an increasing awareness, and it could be said, unease, that this may not be money well spent. This report, based on extensive qualitative research with hundreds of executives across the supply chain seeks to identify the differences in technology implementation between Eastern and Western Europe, the technology strategies that are devised and implemented and the level of satisfaction that exists with these implementations considering the demands of the organisation's supply chain. As a result, the question that many senior executives in companies across the supply chain are beginning to ask themselves is, 'should technology solutions really be the key focus for future investment when trying to drive improvements within the business?'

This report therefore provides extremely valuable insight based on primary interviews, not just for the executives using and implementing these technologies, but those supplying it too. Are your experiences, opinions and customer insights representative of the market as a whole?

Report Overview

'**Technology across the supply chain**' looks in-depth at current user issues facing technology vendors as well as the customer demands of organisations implementing these technologies. With operational efficiency and commercial benefit being the objective, to what extent does technology support these needs? This report will provide you with insight, based on up to date primary research and the opinions of key senior executives across the sector, on the challenges technology presents within the supply chain.

What will this report provide you?

Insights into the impacts of globalisation and the resulting technology solutions that are adopted to attempt to bridge the gap between international operations as well as the implications or consequences of 'stop gap' solutions. Integration is fundamental to any company wanting to recognise the benefits of various technologies across different platforms and divisions throughout the entire organisation, especially when considering the contrasts in market maturity and growth potential of Eastern and Western Europe. This report considers how successful Enterprise Wide Resource Planning (ERP) systems are at establishing themselves as a solution providers in both Eastern and Western Europe as well as across inventory management, warehouse management and transport management processes, to create a 'single data platform' solution?

The report also identifies what is driving technology provider selection and systems implementation throughout the supply chain disciplines? How, or if, technology can help reduce inventories and what level of input 3PLs have on system choice?

Looking to the future, what areas are a priority for future investment? Based on insight provided by those people held directly accountable for the use of technology and its successful implementation across the supply chain, understand the likely scenarios for future implementations?

Quotes from the research

...front end systems need to stay focused on meeting local needs.

...systems are only as good as the information we put in.

...highlights the difficulty in integrating different technologies from newly acquired businesses...

...the move from very good IT systems to a manual process was...

...boundaries between transport modes is where the big cost benefits will come from...

...we are really just waiting for SAP but it will be two years...

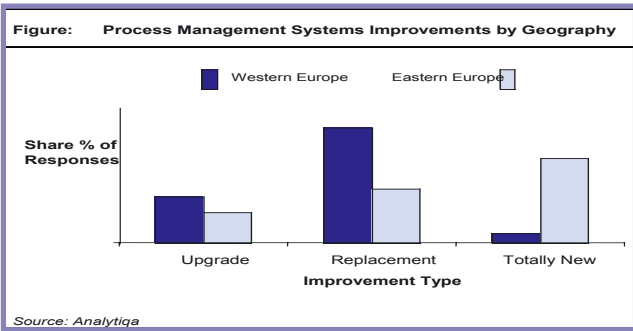
...at what point do you say enough is enough?

...connections with back-end systems creates unscalable and inefficient solutions.

...I just didn't know enough about the system to give the right advice - but how could I?

...it can be very frustrating waiting for a system you know you need...

...is a key feature of our new IT strategy.



Who will benefit from this report?

Third party logistics providers, to place their customer's technology demands within the context of the market and their competitor's offering.

Technology providers, particularly sales and marketing executives, wanting a better understanding of customer behaviour and strategies within the following sectors:

- Transport management
- Warehouse management
- Logistics operations
- Technology integration
- Retail & inventory solutions
- Mobile solutions
- Systems integration

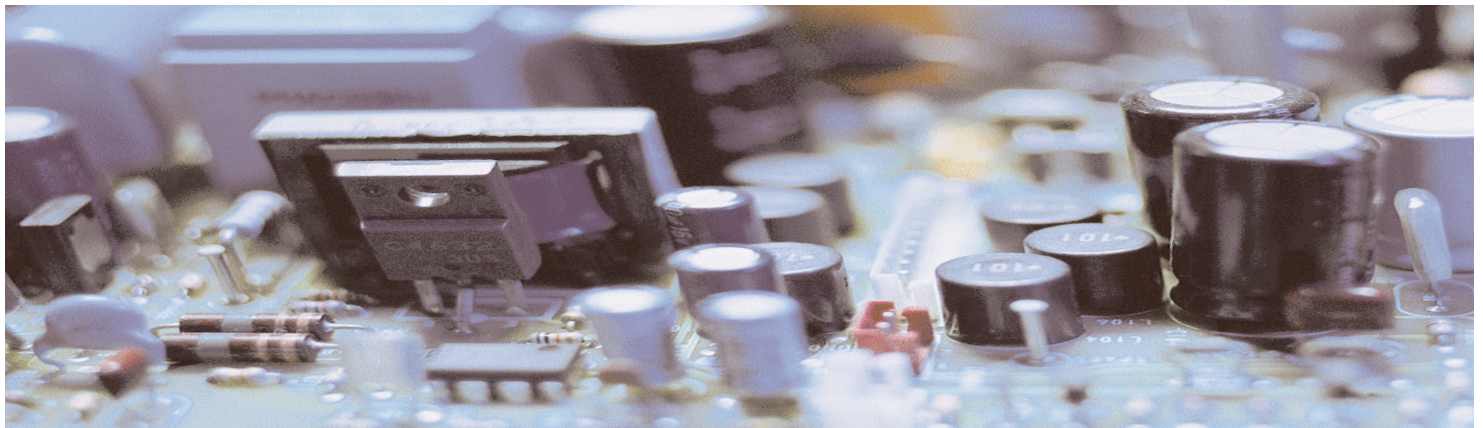
Supply chain executives wanting a broader view of the approach adopted by peers in meeting their supply chain technology requirements.

Technology product development executives looking to undertake a needs analysis or viability study of future technology solutions.

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A US-based third-party logistics provider requested an analysis of the main logistics requirements within four specific industry sectors in Europe. This required a detailed survey of logistics directors and managers. Analysis and interpretation of the results were then presented to the client.

Analysis to support M&A activity *European logistics provider*

A leading European logistics provider was undertaking due diligence on a potential acquisition target. The company required a detailed understanding of the target company's position in the marketplace.

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