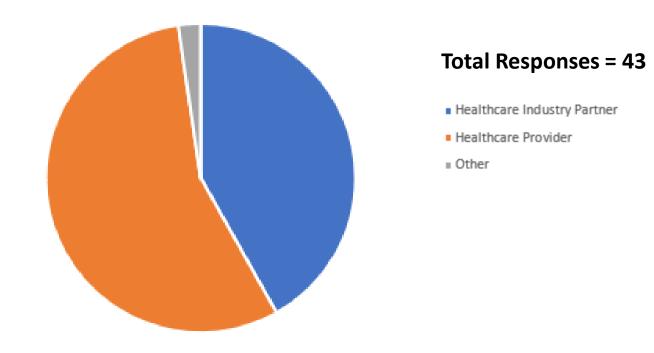


Insights on Resilience and Transparency...Part 2



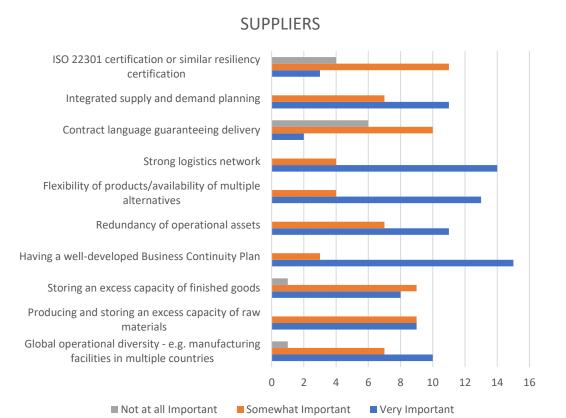
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Insights on Resilience and Transparency...Part 2

One Industry Partner said "Complete transparency is the key"

How important do you believe the following competencies are for supply chain resiliency?



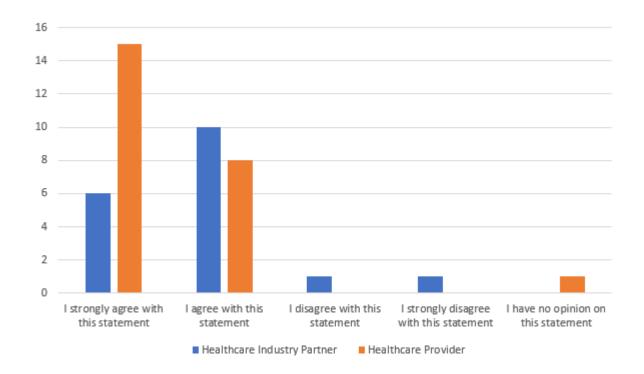
ISO 22301 certification or similar resiliency certification Integrated supply and demand planning Contract language guaranteeing delivery Strong logistics network Flexibility of products/availability of multiple alternatives Redundancy of operational assets Having a well-developed Business Continuity Plan Storing an excess capacity of finished goods Producing and storing an excess capacity of raw materials Global operational diversity - e.g. manufacturing facilities in multiple countries 10 15 20 25 ■ Not at all important Somewhat Important Very Important

PROVIDERS



Insights on Resilience and Transparency...Part 2

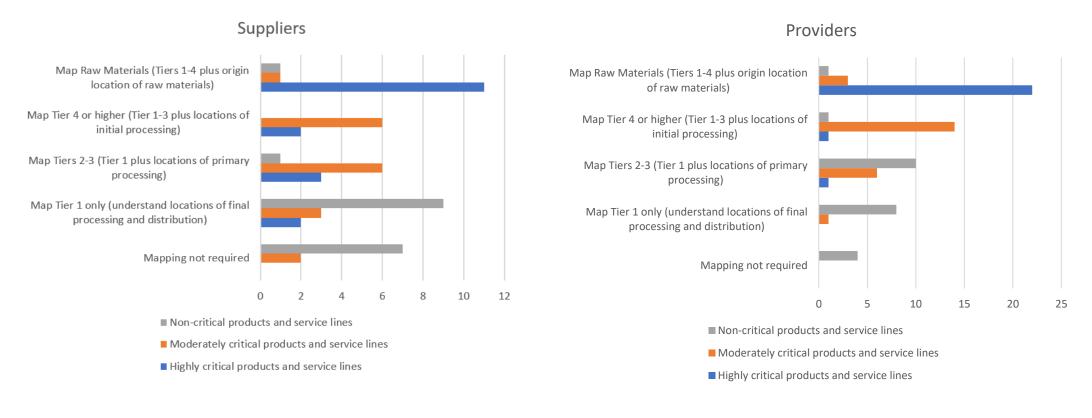
What is your opinion on this statement: "Supply chain mapping is vital to a better understanding of critical infrastructure, natural hazard exposure, other supply chain disruption threats, and overall resiliency preparedness."





Insights on Resilience and Transparency...Part 2

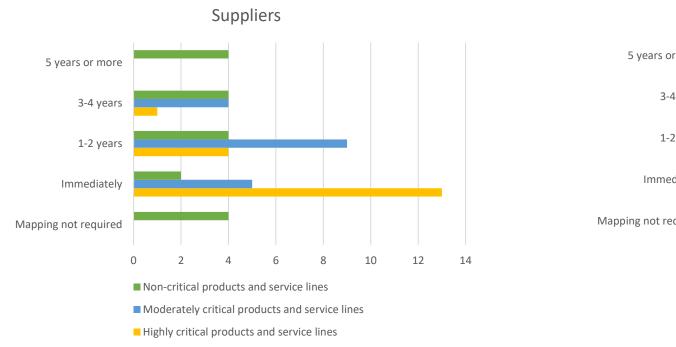
How deeply do you believe we should map the supply chain to increase visibility and preparedness?

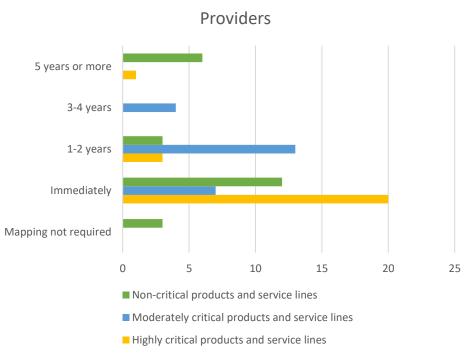




Insights on Resilience and Transparency...Part 2

How quickly do you believe we should map the supply chain to increase visibility and preparedness?







Insights on Resilience and Transparency...Part 2

What are the key selection criteria you use when evaluating a current or prospective supplier to your organization (whether supplier or provider)? Please prioritize with 1 being most important and 5 being least important

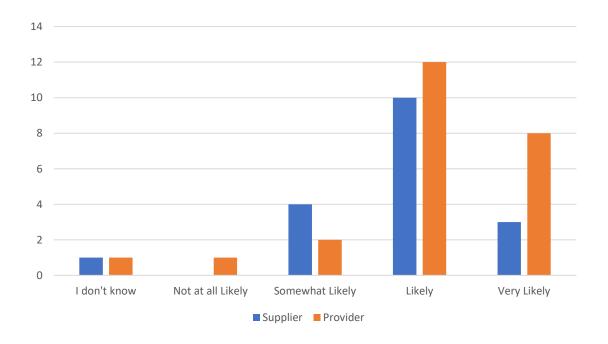
SUPPLIERS	
Quality/Safety	1
Efficacy	2
Resiliency Strength	3
Price	4
Sales Support	5

PROVIDERS	
Quality/Safety	1
Efficacy	2
Price	3
Resiliency Strength	
Sales Support	5



Insights on Resilience and Transparency...Part 2

How likely is your organization (supplier or provider) to award business on the basis of demonstrated superiority in supply chain resiliency?





Insights on Resilience and Transparency...Part 2

What other success factors do you think are important for building and maintaining a resilient supply chain? Suppliers shared their comments:

a resilient supply chain is like an insurance policy, dead expense until you need it. Being willing to pay for resiliency, year after year is the biggest success factor.

Demand Planning and Forecasting in line with other industries.

Dramatically shorten the supply chain. Eliminate as many hand-offs as possible, buy, build and consume in the US. Continue to adopt automation and redundancy.

End to end supply chain visibility- supply to supplier to end user consumption.

For both Providers and Suppliers to trust each other and stop the "buyer/vendor" mentality. It is not just about the price!!

Forecasting changes in product flow / availability and costs 12-18 months forward

fully transparent conversations with trusted supply chain partners

Help identifying alternatives in event of shortages even if a competitor product.

Owning the manufacturing process from end to end vs. relying on 3rd party contract manufacturers.

Planning w/ budgetary support for the unknown

Prevent hoarding through quality dissemination of products. There's enough to go around if properly disseminated.

strategic partnerships

Supplier and Logistics partnerships with diversity and inclusion considered for the supply chain and manufacturing channel

Transparency and a willingness to partner

Transparency and aligned incentives.



Insights on Resilience and Transparency...Part 2

What other success factors do you think are important for building and maintaining a resilient supply chain? Providers shared their comments:

Ability to capitalize on data to drive decision making and planning

Complete transparency. From a Provider perspective we continue to experience concerns around our supplier partners sharing accurate and complete supply continuity information on a regular basis.

Cost, quality, outcomes & resiliency

Data use/transparency in business partners coming from both aspects of the line (providers contracting for quantity-not compliance- and suppliers fulfilling those contracts).

Effective and visionary leadership.

high level of communication from the vendor

Making continuity issues a material decision point for providers (MDs, APPs, nursing, etc.).

Proactiveness; transparency of data but in the form of useable intelligence

Risk prevention programs from all levels of the supply chain are necessary to build resiliency.

Staffing this work appropriately......l can't be another hat for someone to wear......

Transparency

Transparent communications between providers and suppliers (where your product is made is not a "trade secret"

Unified standards and sharing of best practices, resiliency certification, normalization of transparency, customer preference for resilient attributes

Work with Trusted partners. Vendors talk about how we need to get past price, I agree but the fact of the matter is that over the years as an industry vendors have exploited price and profits, so it is hard to trust vendors when they say they are focused on resiliency of the supply chain, if their focus has been only on profit in the past. Let's change the thought of let's not focus on price to let's not focus on profits. To make this more positive let's focus on value and value supersedes everything and includes resiliency.



Insights on Resilience and Transparency...Part 2

And for fun (sort of)...what unlikely but potentially disastrous event do you most worry may profoundly disrupt supply chain in your lifetime? Sorry, some of the answers are a bit grim and definitely not Fun!

)	nd	115	Civi	l War	
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Alien invasion...

America not being the strong country we are today.

Another airborne pandemic......

Another Puerto Rico event :(

Continued labor shortages

Continued over-reliance on sourcing from China

Continued pandemic or another global pandemiclike event

Cyber attack on utilities/banking.

cyber-attacks

cybersecurity attacks

Destruction of our warehouse (e.g., fire, tornado, other)

Due to the current situation around the world, I am very concerned about raw material shortages and transportation of goods in the supply chain

Earthquake!

End of the world as we know it.

Environmental related constraints due to lack of effective action on climate change

Geo-political occurrences.

Global conflict that permanently damages supply chains for semiconductor production.

Global Pandemic that is highly lethal

global war

Government non-intervention. The example is this: pressuring port of Los Angeles to work 24/7 in offloading yet no plan to drive trucking to meet new demand off shoring and domestic supply delivery. Also, it is important to note the fines now per container on ships awaiting port entry will cause more disruption in the channel

Major weather event - hurricane, earthquake, flooding

Melting of the polar ice caps.

Military and/or trade war conflict with China

Nuclear war

Our current world! Otherwise, earthquake (since we are expecting one in our area)

Sharknado... just kidding:) I would say that much of what has happened will continue and increase in intensity-staffing shortages, natural disasters, political positioning and pricing inflation

terrorism

Terrorists initiated blackout. Targeted on our power and communication grid.

Water