

Research Superhero's Guide to ...

Demand Optimization and Supply Chain Resilience in a Disrupted World

For the past few decades, companies and consumers benefited from cross-border connections and kept a steady supply chain with prices pretty low. But, as the pandemic and the war in Ukraine continue to weigh on trade and business ties, that period of plenty appears to be undergoing a partial reversal. Companies are rethinking where to source their products and stocking up on inventory, even if that means lower efficiency and higher costs. If it lasts, such a shift away from fine-tuned globalization could have important implications for inflation and the world's economy. This is a guide for researchers to help their organizations navigate uncertain times.



What You Need to Know

Demand-Side Intelligence

When guiding strategy and tactics for a company that's facing disruption, one of the key things to understand is what the demand impact is going to be. Specifically...

Supply-Side Intelligence

As part of your scenario planning, you should also try to understand how you might be impacted in a variety of different disruptions scenarios, similar to the ones described above, as well as ones which might be more specific to your industry, location or other key factors.

How You Need to Leverage Your Knowledge

Demand-Side Scenario Planning/War Gaming

Moving beyond just the market research and market insights layer, it's crucial to take all of this knowledge and understanding and actually put it into action.

Supply-Side Scenario Planning/War Gaming

Now let's look at the supply side. You should re-run each scenario to assess what is likely to happen with your suppliers, partners, transporters and inventory locations. Again, it's not just about your company. Your competitors will also be assessing and possibly making similar shifts, so you need to run full competitive scenario analyses and, optimally, engage in war gaming exercises to fully prepare your company for upcoming disruptions.

How You Need to Prepare for Disruption – Demand Side

Customer Segmentation & Persona Development WITH Disruption Scenario Assessments

Let's take this a step further and look at how you can not only get access to the data and insights that you need and run needed scenarios ... but also build it into the actual flow of your business.

Customer Journey Mapping & Touchpoint Identification WITH Disruption Scenario Assessments

The next step is taking the above understanding and overlaying it on your customer (and prospect) journey maps. How will each prospect/customer type react, at key touchpoints, when faced with a disruption? It's crucial to understand, step by step, how you need to (potentially) adjust your engagement with them to optimize demand in a disruption.

How You Need to Prepare for Disruption – Supply Side

Supplier Profiling WITH Disruption Scenario Assessments

If the Covid crisis has taught us anything, it's the value in building out this deeper understanding of your supply chain. Most companies only did when they were already struggling to get access to needed goods. How will your company keep producing if flights are canceled again? Or if global shipping is otherwise negatively impacted?

Alternate Supplier Mapping WITH Disruption Planning

Build this out into an actual 'alternative supplier map' so that if and when a disruption hits, having already mapped out the potential shift needed to be able to respond to this change in the market and meet your clients' and customers' needs, you're starting with a much higher baseline of capabilities and understanding.

How You Need to Prepare for Disruption – People

Rapid Response Team Development

Now you have all this great data, fantastic insights and understanding of how things may play out in a variety of different disruption scenarios, you've enriched your segmentation and supplier profiles, and you've developed 'disruption impact' maps both on the customer and the supplier side.

Partner Disruption War Gaming Sessions

Taking this a step further, smart companies will extend this exercise to their broader ecosystem. This means bringing some (key) partners on board as part of that rapid response team.

How You Need to Prepare for Disruption – Process

SOP Assessment & Adjustment FOR Disruption Scenarios

It's now time to get into the details, which means assessing your standard operating procedures (SOPs) and understand how these might need to be adjusted to handle a variety of disruptions.

Contract Assessment & Adjustment FOR Disruption Scenarios

Once you have your SOPs adjusted/updated, the next layer is assessing and possibly building these scenarios into your actual contracts.

Disruption Monitoring, Level Coding & Response Scenarios

Finally, to be able to help your full company understand just how serious a disruption is and what might happen, you need to have some type of coding, monitoring and assessment system which allow everyone to have a common understanding of just how much of a disruption something is.

How Fuld & Company Supports Disruption Research & Planning

Competitive Profiling, Assessment & War-Gaming

Assess competitive capabilities to respond to a variety of disruption situations and identify how your company can best leverage disruption to gain ground over competitors.

Supplier Identification, Mapping & Profiling

Identify additional and/or hyper-local suppliers, map out their key capabilities and provide deeper profiling to assess potential capabilities during a variety of disruption scenarios.

Market Monitoring Service

Track shifts in competitors, key customers, macro-market/economic, government and other customizable criteria to be quickly alerted when potential large shifts are happening.

Customer Segmentation, Persona Development & Journey Mapping

Assess customer demand drivers, likely impacts of various types of disruptions, key engagement points (aka 'points of truth') and ways to optimize customer communications and alignment during disruption for demand resilience and potentially demand growth....

Author

Richard E. Evensen

Partner & Chief Knowledge Officer

Fuld & Company

✉ revensen@fuld.com

