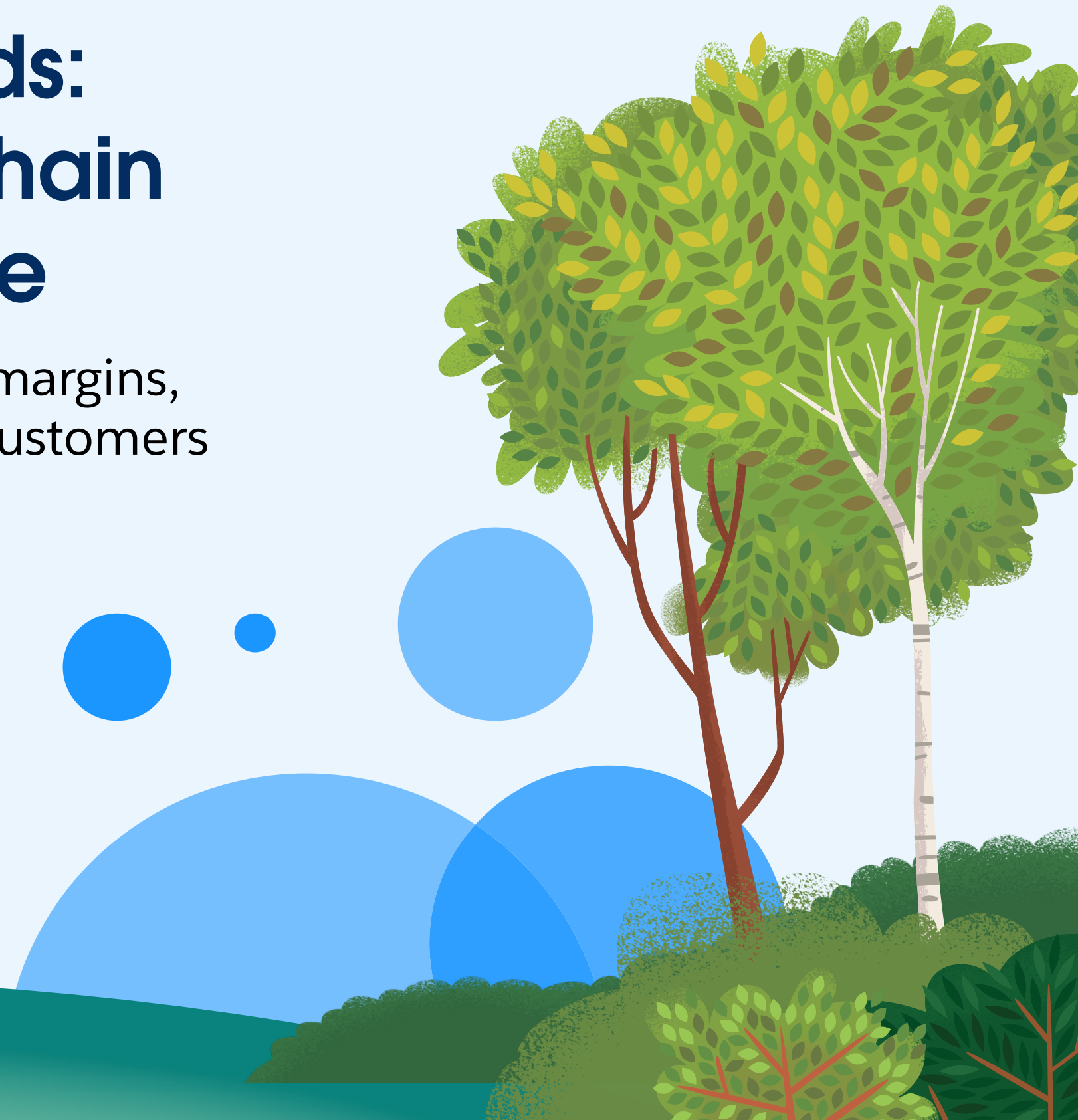


# Retail and Consumer Goods: How to Navigate Supply Chain Disruptions with Confidence

Make data-driven decisions to maximize profit margins,  
mitigate disruptions, and drive cost savings to customers



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# Supply chain disruptions may have caused up to \$4 trillion in lost revenues\*

When the dominoes in your supply chain topple, visibility is key to setting them right again.

Along the retail and consumer goods supply chain, sudden and unexpected changes have set in motion one ripple effect after another—leaving companies scrambling to find patchwork solutions and workarounds as they try to fulfill customer demands under volatile circumstances.

Since the start of the pandemic, retail and consumer goods players have confronted challenges that include higher shipping costs; inadequate demand forecasting; missed revenue opportunities (not enough product or too much inventory, leading to discounting); and a general lack of technological preparedness to see what’s happening at every step of the supply chain.

To help right the dominoes in their respective supply chains, RCG organizations today are turning to data analytics and automation. Companies can better manage supply chain instability by leveraging the real-time insights from Tableau’s Supply Chain Control Tower.

You gain the ability to visualize your supply chain from end-to-end in real time—and make data-driven decisions to forecast demand and mitigate risks. The cost-effective Tableau solution automates tasks to boost your productivity.

\*GEP, March 24, 2021

## Statistics show the impact of this imbalance:



**12x cost increase** to ship one container from Shanghai to Los Angeles



**11% of Consumer-packaged goods (CPG)** retailers lost out on 7.4% in sales to stockouts in 2021



**Retail inventories rose 10%** faster than sales

Sources: 1. New York Times, October 31, 2021 2. Food Manufacturing, February 24, 2022 3. Reuters, May 27, 2022



# Internal and external challenges stand in the way

To regain their footing in today's global supply chain, companies need to address challenges both internal and external to the organization.

## Internal

Most sales, operations, finance, analytics teams, and business leaders don't have a single source of data—meaning they can't make quick, agile decisions to grow the business. Without easily understood, real-time data, your organization is unable to understand what it can order from suppliers, forecast orders, or identify trends that reveal revenue opportunities.

With only 24% of consumer goods leaders\* reporting that their analytics tools give them end-to-end visibility, it's no surprise that nearly half of companies today are reallocating budgets to invest more in analytics and CRM solutions.

## External

While there's no shortage of data in the companies along your supply chain, it resides in siloes that don't communicate with each other. The result? Lack of data sharing for end-to-end visibility along the supply chain—from suppliers all the way to the retail floor. Companies also cannot share external public data—such as demographic or weather data—that could provide useful insight into the supply chain.

The Data Warehousing Institute estimates that bad, inaccurate, dirty, or missing data costs companies more than \$600 billion a year.\*\*

## Critical questions demand answers

Today, consumer goods companies are asking themselves:

- Where can we cut costs?
- How can we diversify our supply chain?

- How can we become more proactive and less reactive throughout our value chain?
- Can we see when raw materials are delayed and where they are sitting?
- How is the supply chain crisis affecting cost of goods sold?
- How could real-time access to data help manage these costs?

Meanwhile, retailers have their own unanswered questions:

- Would private labels give us more control or cause greater distractions in keeping shelves stocked?
- Are we working with reliable partners?
- Will our shipments arrive on time and in full?
- How are we performing against our KPIs?
- How can we better connect our information to catch supply chain issues ahead of time?

\*GEP, March 24, 2021

\*\*The High Cost of Bad Data in Supply Chain Management, Trax, 14 January 2022



**Tableau's Supply Chain Control Tower helps answer these questions by providing end-to-end transparency based on real-time data—delivering not just visibility, but also actionable insights across teams for a new level of supply chain agility.**



## CUSTOMER STORY

# Henkel saves millions annually with an award-winning digital supply chain

“For the next few years, we have to take a different approach to these just-in-time supply chains. We need to be smarter. You may run into a cost and benefit discussion on the business side, but I perceive a readiness to invest in resilience.”

–Dirk Holbach, Chief Supply Chain Officer,  
Henkel Laundry and Home Care

## Challenge

Data visibility and transparency are critical to Henkel’s large-scale global operations. But the company lacked the sophisticated, comprehensive, and centralized analytics tool essential for its overall business success and agility.

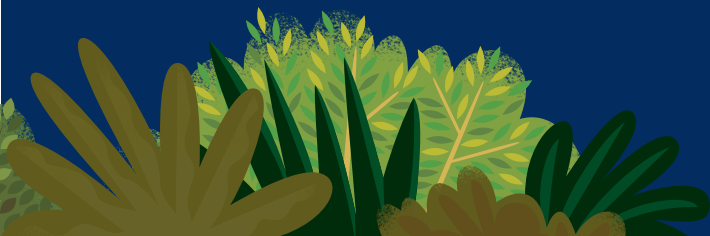
## Solution

Henkel first implemented Tableau in 2016, following a supplier’s recommendation.

Transitioning from the simplistic reporting tools it had traditionally used, the company centralized its data in one hub to automate insights, resulting in increased efficiency, and identify cost savings.

## Results with Tableau

The solution enables all business units to automate accurate data sharing and reporting, saving Henkel €4 million per year in energy costs and cutting energy consumption by 20%. The company has been able to monitor global stocks of PPE and operations throughout the COVID-19 pandemic.



# Supply chain transparency builds consumer goods success

As disruptions continue to topple the supply chain dominoes, consumer goods companies have absorbed hit after hit—all for lack of end-to-end transparency. But the Supply Chain Control Tower integrates information from all your suppliers and vendors to provide that transparency so you can act on real-time data.

Because you can see who has the inventory you need, who will deliver on time, and who has a low rate of product defects, you can keep your promises to customers by ordering from the right suppliers. And when your product is on the shelf at the expected time, you avoid on-time in-full (OTIF) fines.

Artificial intelligence built into Tableau surfaces new opportunities for product innovation or bundling to drive new revenue. Tableau provides visibility into company KPIs, driving actionable, data-driven decisions that ensure you're steering your business in the right direction.

On average, customers using the Tableau Supply Chain Control Tower have seen 38% faster decision making,

**25% INCREASE IN REVENUE**

and a 35% jump in customer satisfaction.\*

You can analyze which channels are making the most money, optimize the ones that aren't, and set up alerts to proactively notify the team when conditions change or are expected to change.

With rapid time-to-value, you'll be ready to turn your challenges into opportunities faster than your competitors.



## CUSTOMER STORY

# Mondelēz International transforms procurement to drive millions in cost savings

Mondelēz International, Inc. is the largest producer of biscuits, chocolate, and candy products in the world, with a net revenue of over \$20 billion and products in more than 160 countries.

## Challenge

Financial and procurement data were siloed in legacy systems, requiring the team to implement interfaces between systems to extract data. Analysis was time-consuming and stuck in spreadsheets, preventing the Global Procurement Data Analytics team from effectively serving stakeholders or structuring data with end-user adoption and satisfaction in mind.

## Solution

By digitally transforming procurement, Tableau enabled Mondelēz to 1) establish a single data repository for all purchase-order and invoice transactions, and 2) create an infrastructure to support and visualize analysis of these transactions.

## Results with Tableau

Integrating data from procurement, risk, and finance systems across 160 data fields and 42 million transactions to create one source of truth gave Mondelēz full visibility into spend across 28,000 suppliers. The company was able to optimize payment terms and identify opportunities to increase value from existing suppliers.

Finance and Procurement worked together to eliminate unnecessary costs and improve operational efficiency through new collaboration capabilities. Mondelēz unlocked supply chain data to achieve its end-to-end sustainability goals and realized:

- 90% efficiency gain
- 76% productivity increase
- 7,000 hours saved annually on report creation



# Supply chain transparency builds retail success

Industry watchers agree that retail supply chains will remain under tremendous pressure. They will continue to evolve over the next several years to adapt to rising freight costs, capacity challenges, and materials and labor cost increases.

But where some organizations are struggling to overcome these challenges, Tableau sees an opportunity for you to win market share from your competitors.

When you create autonomous workflows and tap into the power of AI from the Supply Chain Control Tower, you gain the proactive information and insights necessary to spot trends and make decisions faster. This drives improved demand planning so you can get ahead of the longer lead times required for reordering.

You can also deliver better return experiences for customers and consumer goods companies, protecting margins lost due to shipping costs and products returned in unresalable condition. And you'll be in tune with today's shopping patterns by enabling successful store execution as a distribution center and buy-online-pick-up-in-store (BOPIS) delivery point.

## Data connects the dots

Every company has struggled to adapt as demand and capacity shifts grew more intense in recent years, realizing that simply understanding their own supply chain is no longer enough. Broader industry forces have intensified the strain from outside the organization.

But access to real-time data from all ends of the supply chain connects the dots so RCG companies can successfully navigate today's unpredictability.

The Tableau Supply Chain Control Tower shines a light into what was previously a black box—providing insight into available inventory, early warnings on shipping or fulfillment delays, and fluctuations in customer demand.

Predictive analytics,  
**POWERED BY ARTIFICIAL INTELLIGENCE (AI)  
AND MACHINE LEARNING (ML)**







let you determine the likelihood of future outcomes and take appropriate action—well before you're blindsided.

# A self-service portal opens the door to new revenue and cost savings

Business interactions with suppliers can be time-consuming, expensive, and frustrating. Studies show that a typical enterprise commits 15–20% of its accounts payable team to answering calls involving common questions from suppliers like: Do you have my invoice in the system? When are you going to pay? For which invoice have I received the check?

Tableau solves this problem by empowering your vendors and suppliers with a self-service portal to streamline communication and collaboration along the supply chain and remove data entry on the buyer’s end.

A self-service portal eliminates paper for better environmental sustainability, dramatically reduces data entry errors, and provides additional services that reduce the dependencies and resource drain on accounts payable staff. You can:

-  Increase compliance with your vendor onboarding procedures
-  Capture an increased percentage of early payment discounts
-  Reduce the risk of supply chain disruptions or supplier fraud
-  Improve supplier satisfaction around the globe
-  Reduce cost per supplier, per invoice, and per inquiry
-  Enhance supplier satisfaction

Data sharing enabled Coca-Cola and Walmart to reduce lost sales by \$20 million in 13 weeks. And retailers are building new revenue streams by monetizing their data with their vendors: UK-based Ocado, the world’s largest online-only grocery retailer, supports and drives revenue by providing suppliers with the data they need to better understand their customers.

With more connected data, you can close this gap to better understand the ROI from your promotions.

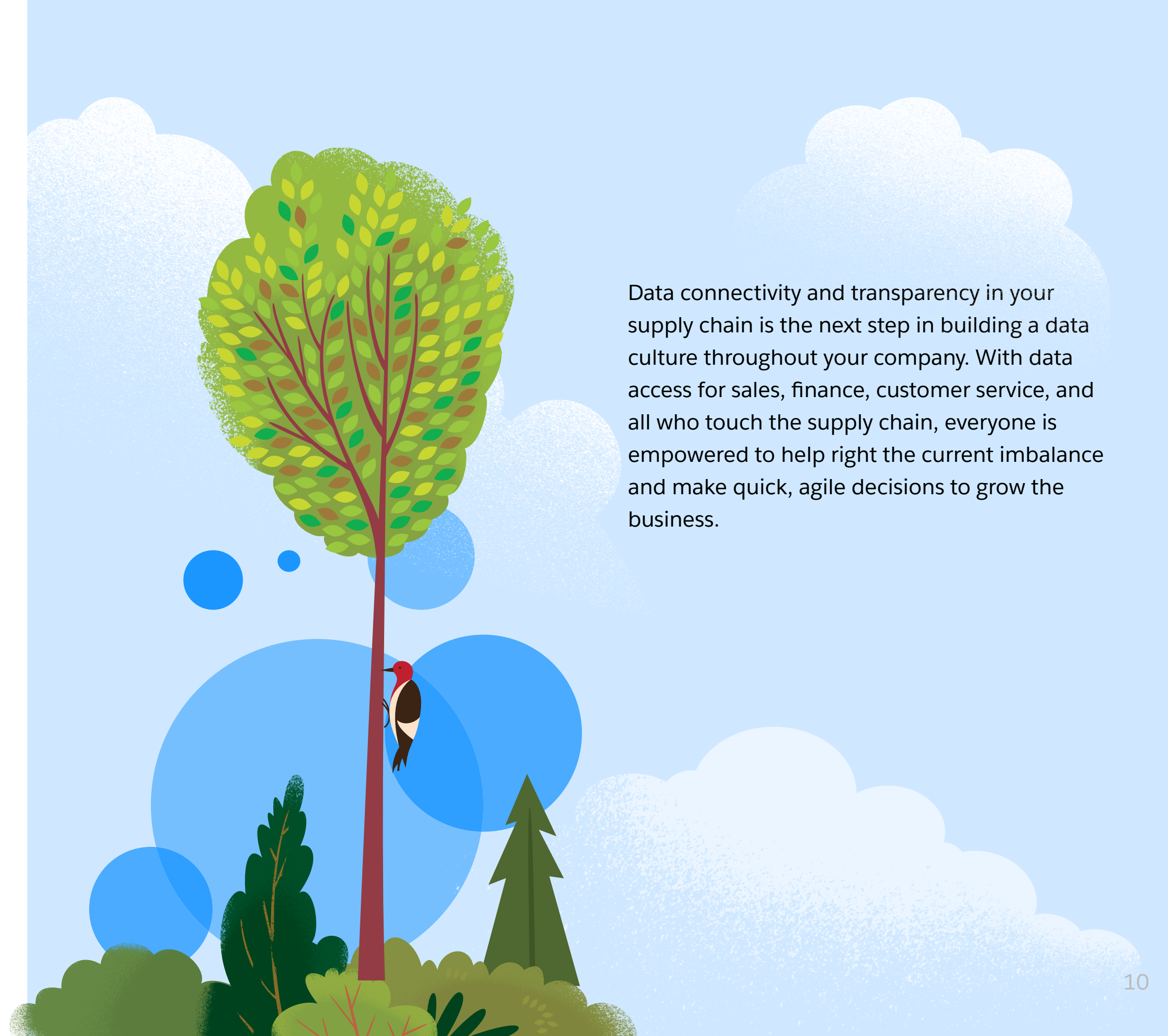


## Connected data delivers the agility you need

With end-to-end transparency across your supply chain—presented in easy-to-understand data visualizations—Tableau helps you navigate the ongoing disruptions with confidence.

And although the dominoes may not stabilize anytime in the foreseeable future, predictive analytics let you spot trends so you can take action to mitigate risks and seize new opportunities.

Data connectivity and transparency in your supply chain is the next step in building a data culture throughout your company. With data access for sales, finance, customer service, and all who touch the supply chain, everyone is empowered to help right the current imbalance and make quick, agile decisions to grow the business.





# How to get started

This is the perfect time to begin understanding your supply chain needs, streamlining distribution, analyzing inventory, and driving operational efficiencies.

The Tableau Blueprint gets you off on the right foot; it's a proven, step-by-step methodology for implementing Tableau in your organization. Get started today.

LEARN MORE





Tableau helps people see and understand data.

Tableau offers visual analytics with powerful AI, data management and collaboration. From individuals to organizations of all sizes, customers around the world love using Tableau's advanced analytics to fuel impactful, data-driven decisions.

Tableau integrates with Salesforce Customer 360—a customer relationship management (CRM) platform that connects the business with a shared view of customer data—giving every department access to the most powerful, comprehensive, and intuitive analytics features embedded directly into workflows. By bringing your customer data to the center of your work, you can grow your relationships with your customers and employees.