Enterprise Strategy Group

Supply Chain Resiliency:
A Joint Solution by Salesforce and Deloitte Digital

Hidden Supply Chain Risks: The Increasing Need for Resilience

In today's complex and volatile global environment, what you don't see in your supply chain can hurt you. Geopolitical tensions, trade disputes, tariffs, and natural disasters often create ripple effects deep within supplier ecosystems, far beyond Tier 1 suppliers. Organizations must now go beyond surface-level visibility and gain full insight into the extended supplier network to anticipate disruptions, validate costs, and build true resilience.

The Invisible Supply Network

Most organizations focus on Tier 1 suppliers, the partners they contract directly. However, disruptions often originate from Tier 2 and Tier 3 suppliers, which may be hidden deep within an organization's multi-tier supply network. If a conflict erupts in a supplier's region or a critical port closure occurs, the impact may be difficult to quantify without clarity on the multi-tier exposure to these issues. Without visibility, companies are caught off guard and left scrambling to respond.

78% of organizations state that it takes too long for them to act on insights from business intelligence tools.[1] This creates risk.

Full Picture: Organizations typically only see the first layer of their supply chain.

Hidden Dependencies: Upstream linkages (e.g., state-owned entities, interconnected suppliers, manufacturing facilities in water-stressed regions) often go unnoticed until it's too late.

Ripple Effects: Hidden dependencies that stem from how an organization's supply chain is composed can create significant exposure from geopolitical vulnerability (e.g., tariffs), geographic vulnerability (e.g., natural disasters), supply concentration (e.g., overreliance on too few suppliers), and logistics vulnerability (e.g., labor strikes at ports).

Limited Context: Without visibility, organizations are not able to validate tariff-related price increases or determine the severity of their exposure associated with any disruption.

When Blindness Becomes a Business Problem

Supply chain "blind spots" stemming from a lack of multi-tier visibility and ongoing risk sensing limit agility and increase exposure. Businesses unable to see beyond Tier 1 are left reacting to supply shortages, shipping delays, and price hikes. As a result, organizations spend critical time firefighting as opposed to proactive strategic risk mitigation activities.

» **What organizations risk without visibility:**

1. ELEVATED RISKS: Undetected risks make organizations vulnerable to unexpected breakdowns in supply continuity, license to operate issues, and impacts to their brand.

2. CONSTRAINED OPTIONALITY Lack of insight into the multi-tier relationships and risks associated with alternate supply options hinders an organization's ability to assess the impact of reconfiguring their supply networks.

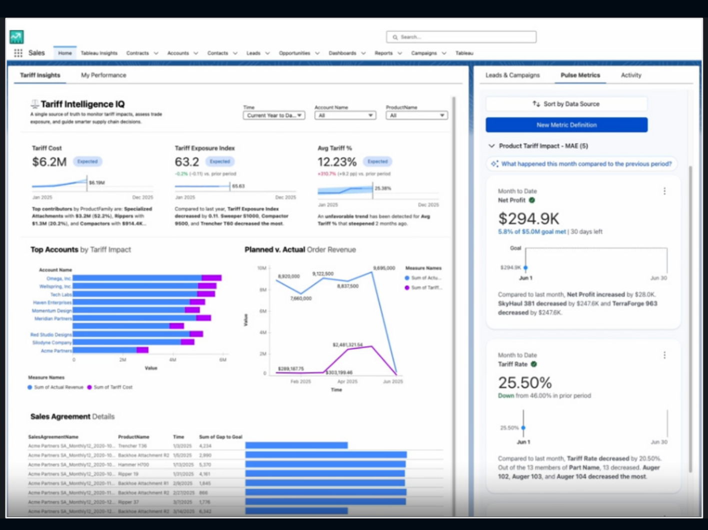
3. INCREASED UNIT COSTS Limited visibility into the multi-tier composition of an organization's supply chain leads to higher costs due to a reactive response to disruptions (e.g., expedited shipping, sourcing during periods of constrained supply).

4. REDUCED PRODUCTIVITY During disruptions that weren't sensed and/or mitigated, organizations experience idle machinery, labor, and facilities, resulting in underutilized resources.

5. LOST REVENUES An inability to meet customer demand can result in lost sales, damaged relationships, contractual penalties, and reduced market share.

6. ESCALATED OPERATIONAL COSTS To resolve the impacts of a disruption, organizations often experience higher costs related to "catching up" (e.g., labor costs stemming from overtime, rework costs stemming from changes to schedules and processes).

MORE THAN HALF (51%) of organizations only somewhat trust or have a distrust in the data given to end users for decision-making.[2]



Building a Future-ready Supply Chain

Powered by Salesforce and Deloitte Digital

Salesforce and Deloitte Digital have jointly developed the Supply Chain Resiliency solution to deliver full-spectrum visibility and a fast, coordinated response across the extended supplier ecosystem. Deloitte Digital's proprietary tools map hidden supplier tiers and sense potential disruptions stemming from multidimensional risks. Salesforce powers agile collaboration and data-driven agentic AI-enabled action so that teams move fast, stay aligned, and build long-term supply strength.

Full Ecosystem Visibility: Illuminate supplier tiers beyond Tier 1, identifying hidden vulnerabilities.

Advanced Risk Sensing: Monitor a wide array of potential risks (e.g., geopolitical, geographic, economic) in real time.

AI + Human Synergy: Accelerate insight generation and automate tasks to enable teams to act faster and reduce response cycle times.

Connected Systems: Seamlessly integrate supply chain resilience data and customer facing platforms for synchronized responses.

Benefits Delivered by the Supply Chain Resiliency Solution

IMPROVED RESILIENCE through deep, multi-tier visibility

FASTER DECISION-MAKING via AI alerts and automated triage

COST CONTROL by understanding upstream tariff and sourcing impacts

GREATER EFFICIENCY from unified supplier data and faster onboarding

STRONGER RISK MITIGATION with always-on monitoring and response

Empowering Human Decisions With Intelligent Automation

Salesforce and Deloitte Digital deliver speed and scale when every second counts.

Technology alone doesn't ensure resilience; it takes human insight. Salesforce and Deloitte Digital have embedded automation into the Supply Chain Resiliency solution to empower human decision-making with real-time intelligence. Agentforce, Salesforce's AI Agent, identifies risks, contextualizes the impact, initiates structured response activities, and generates a comprehensive, centralized view of potential disruptions and mitigation activities that are underway.

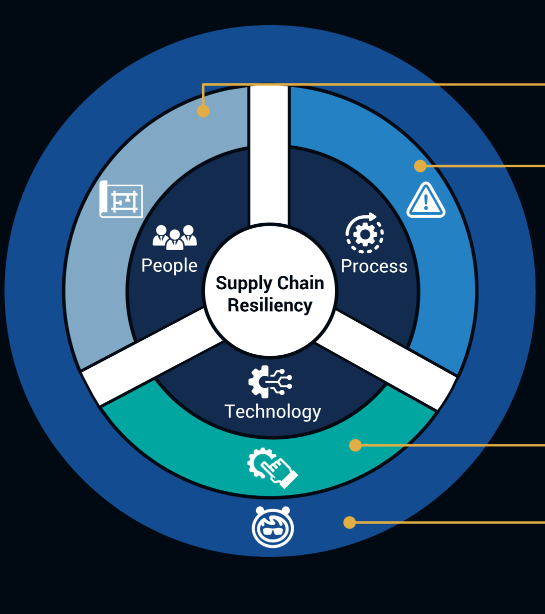
Single Source of Truth: All supplier-related data is consolidated, eliminating manual follow-ups.

Agentforce in Action: Agentforce flags potential sources of disruptions and automates mitigation activities to reduce cycle time.

Disruption Support: Decision support tools coupled with Deloitte expertise quickly swarm around any disruptions.

Decision Support: In the flow of work, team members review identified risks, mitigation options, business impacts, and supplier engagement status in one interface.

52% of organizations want to adopt AI agents for data analysis and business intelligence.[3]



1. Illuminate & Map Build visibility of your supply chain using both AI/ML mapping and survey-based supplier outreach.

2. Sense & Prioritize Sense for the risk domains which are relevant for your organization across your supply network.

3. Engage & Act Mitigate identified emerging risks through collaboration with stakeholders and suppliers.

4. Agentforce Accelerate the generation of critical insights and leverage agentic automation to reduce the cycle time for critical mitigation responses.

Conclusion

Disruption is now a constant, but it doesn't have to be catastrophic. Through Salesforce and Deloitte Digital, organizations can shift from reactive firefighting to proactive, strategic supply chain management. The Supply Chain Resiliency solution delivers visibility, collaboration, and intelligent automation to turn today's uncertainty into tomorrow's competitive advantage.

LEARN MORE

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[1]Source: Enterprise Strategy Group Complete Survey Results, *The State of Analytics and Business Intelligence Platforms,* April 2024.
[2]Source: Enterprise Strategy Group Complete Survey Results, *Data Governance in The Age of AI,* June 2024.
[3]Source: Enterprise Strategy Group Research Report, *AI Agents: The Game-changing Generative AI Use Case*, August 2025.