



THE STATE OF VISIBILITY 2023



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SURVEY EXPOSES MASSIVE GAP BETWEEN DEMAND FOR REAL-TIME SHIPMENT VISIBILITY & TECHNOLOGY ADOPTION BY SUPPLY CHAIN LEADERS

For years, reliability and efficiency were considered to be top priorities for efficiently managing supply chains. The COVID-19 pandemic flipped this script by exposing the importance of supply chain resilience, leading to the World Economic Forum (WEF) highlighting visibility and traceability as key to achieving resilience in supply chains.

Visibility is often described as the degree to which a company can see exactly what's happening within its supply chain—including real-time insights, analysis, and the ability to predictively spot problems in real time, and act on them immediately.

Traceability refers to the company's ability to trace back the path and process of every input, including the source and origin information of all the components used in the production or manufacture of a product.

Achieving and measuring visibility and traceability can be operationally challenging—and can pose obstacles if the correct approach is not followed. To help supply chain decision makers assess the current market and identify the visibility needed to meet their requirements, Tive commissioned a survey called "The State of Visibility 2023."

This survey garnered more than 260 responses from the supply chain sector, with 15% of participants coming from the C-Suite, 38% from the Director/VP level, 34% from the management level, and 13% from operations and analyst roles.

Of the industries responding to the survey, 51% came from Transportation/Logistics/3PL, while almost 19% represented specialist industries including food/perishables and high-value retail, consumer, and luxury goods—all of which have been affected tremendously by cargo theft, which has been reported to be a \$35 billion industry.

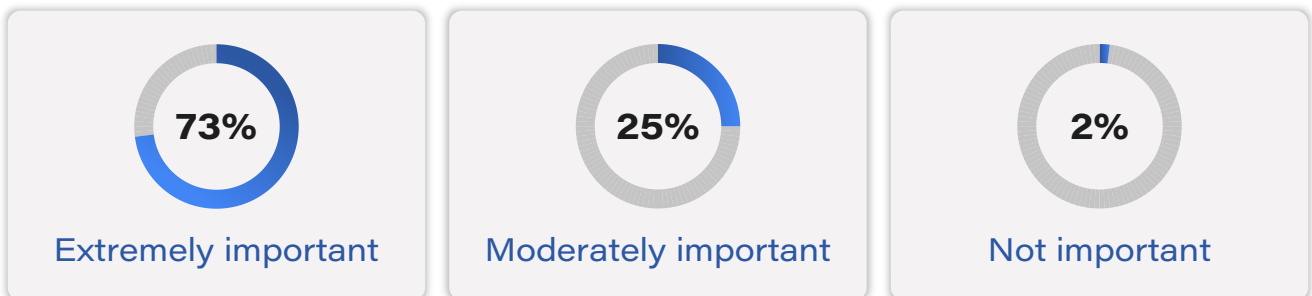


DATA SHARING & COLLABORATION

More than 80% of survey respondents are directly involved with supply chain operations and visibility. This large participation of supply chain personnel highlights the importance of information and data sharing in the logistics field—as it relates to driving better cooperation among stakeholders.

The Survey Says...

Regarding the importance of data sharing and collaboration:



Benefits

Almost all survey respondents understand that supply chain collaboration and data sharing yield significant value across verticals. These advantages include:

- ✔ Increased visibility
- ✔ Heightened efficiency
- ✔ Reduced cost

The Key Takeaway

Companies that prioritize data sharing and collaboration achieve a more resilient supply chain with the ability to:

- ✔ More accurately forecast demand
- ✔ Fine-tune inventory levels
- ✔ Mitigate risk
- ✔ Manage by exception

Concerns

Apart from a lack of awareness of the benefits of data sharing and collaboration, companies may be hesitant to share data due to several concerns:

- ✔ Privacy issues
- ✔ Cybersecurity threats
- ✔ Potential liability
- ✔ Loss of competitive advantage

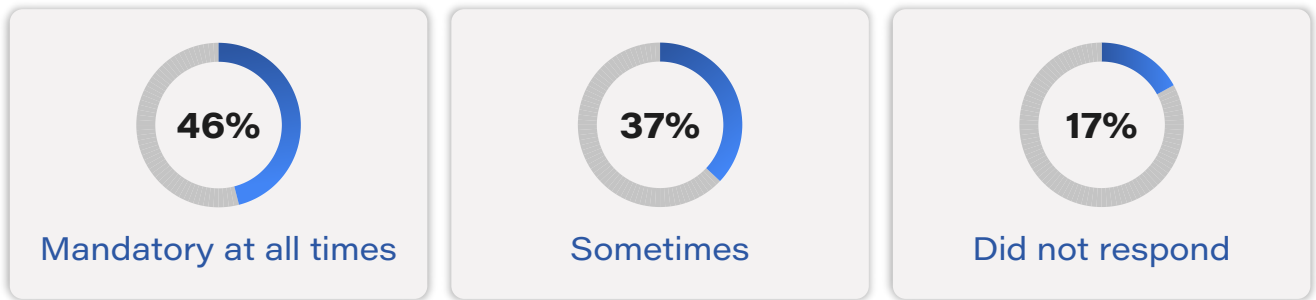
Some also fear that collecting data and making it readily accessible to all stakeholders requires a significant investment of time and staffing resources.

VISIBILITY AS A SERVICE

Real-time, end-to-end supply chain visibility has become a must have for many supply chain professionals, who also demand that their partners adopt that same approach. Our survey explored the demand for real-time visibility among stakeholders, why they're using it, and whether it OTIF is an important part of their strategy.

The Survey Says...

How Often They Rely on Real-Time Visibility



Top Reasons for Using Real-Time Visibility

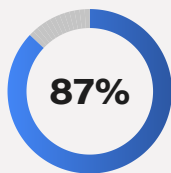


Key Takeaway

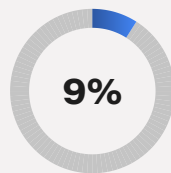
Those who do not prioritize the "On Time, In Full" (OTIF) model usually are handling cargoes that are not time sensitive or that don't require real-time tracking—in other words, that the load's low value doesn't justify the additional cost associated with real-time tracking solutions.



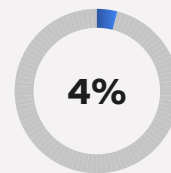
The Importance of On Time, In Full Deliveries



Extremely important



Moderately important



Not important

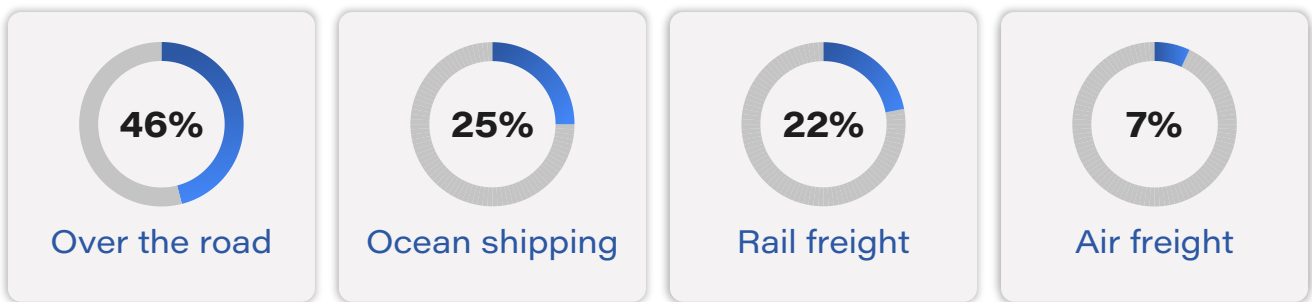


KEY ISSUE: LACK OF IN-TRANSIT VISIBILITY

Without question, today’s supply chain professionals are most concerned about a lack of real-time visibility into in-transit shipments—99% of our survey respondents said so.

The Survey Says...

While almost all stakeholders agree a lack of in-transit visibility is a problem, respondents said the least amount of visibility varies by transportation mode:



Barriers to Achieving Visibility

Despite advances in shipment tracking technologies, the lack of widespread adoption and integration appear to be due to several issues, including:

- ✓ Inadequate infrastructure
- ✓ Network coverage gaps
- ✓ Incompatible systems between carriers and partners
- ✓ Cost constraints (especially for smaller carriers)

In addition, the logistical complexities involving multiple stakeholders and handoffs in the supply chain, data privacy/security concerns, and organizational resistance are also driving this lack of visibility.



Key Takeaway

Expanded collaboration, improved data sharing, usage of suitable digital technologies, and adoption of common data standards will go a long way in addressing these issues.

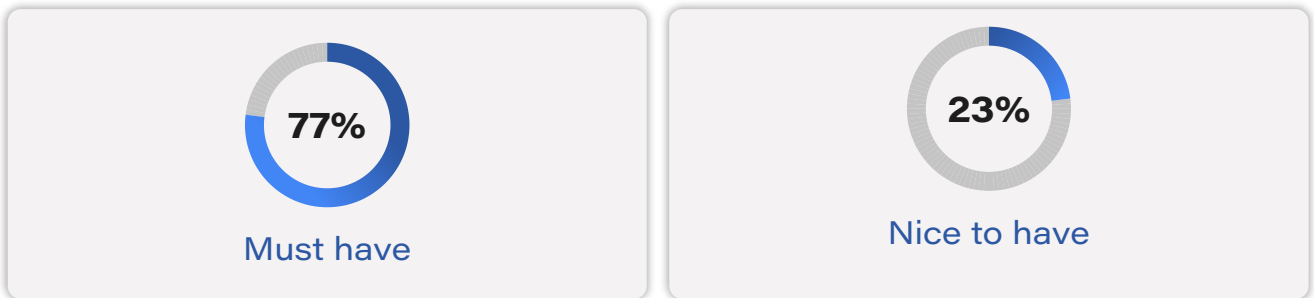


VISIBILITY SOLUTIONS & TECHNOLOGY USAGE

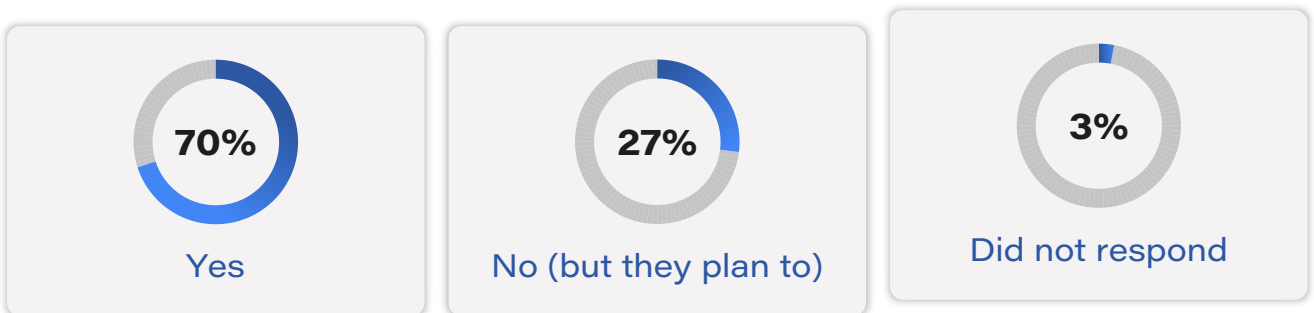
Most of the supply chain professionals who responded to our survey indicated they understand the importance of a visibility solution—yet 75% of them are missing out on the value of real-time tracking.

The Survey Says...

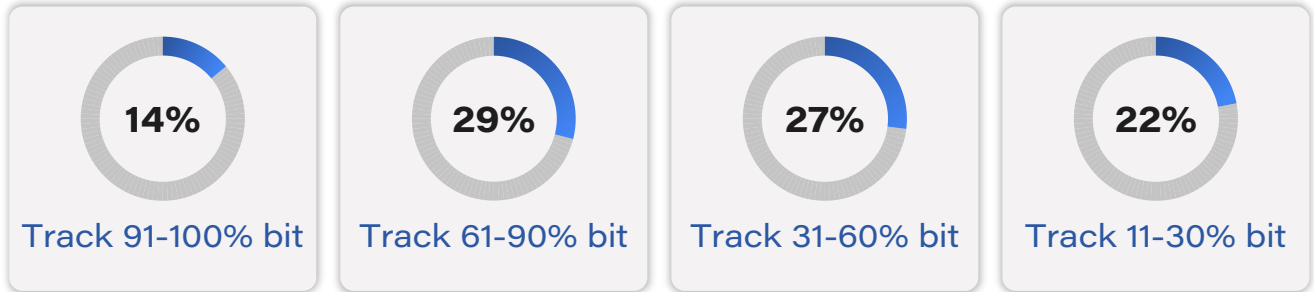
Real-Time Visibility: A Priority or Not?



Using Visibility Solutions & Tools?

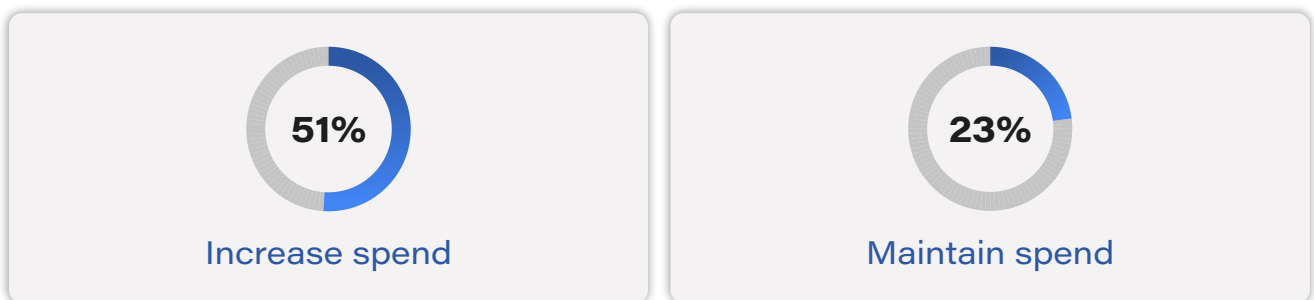


Percentage of Shipments Tracked

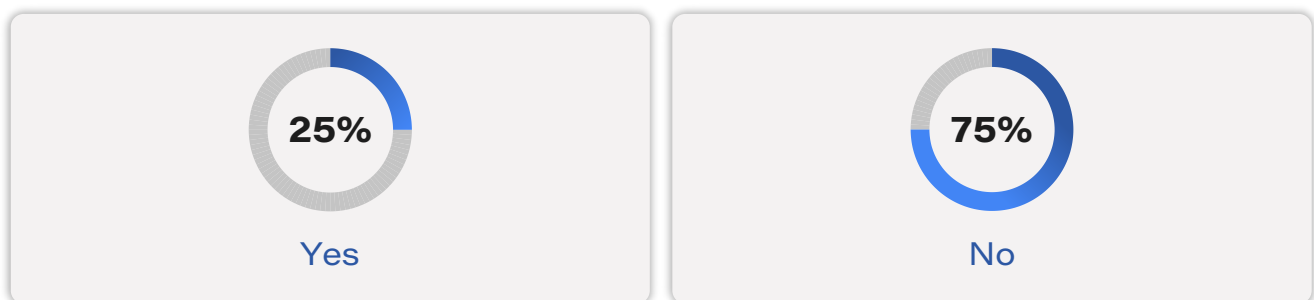


Investing in Real-Time Visibility Solutions

Among our survey respondents, 74% confirmed they plan to either increase or maintain their spending on real-time visibility solutions in 2023.



Using Real-Time Trackers?



Key Takeaway

Shippers and LSPs who don't use a real-time visibility solution to track a shipment's location and condition instead rely on websites, emails, phone calls, and other assorted legacy software to track the status of goods. These inconsistent and oftentimes outdated methods create risk for LSPs in the form of decreased end-customer satisfaction—and, for the business development (sales) teams at LSPs, barriers to winning new customer business.



ALERTS & NOTIFICATIONS

A visibility solution that lacks real-time notifications fails to give stakeholders the actionable insights needed to make timely, informed decisions.

The Survey Says...

- ✔ 66% of respondents receive information on a weekly basis about cargo damage
- ✔ 39% receive alerts about cargo damage, deviations, or delays
- ✔ 13% receive no alerts
- ✔ 48% receive alerts once the cargo has been delivered

Key Takeaway

While knowing when a shipment has been delivered is important, an alert or notification doesn't ensure that the goods have arrived safely—and is in top quality condition. For example, with refrigerated or light-sensitive cargo, any deviations in temperature settings, humidity, or exposure to light could severely compromise the cargo.

Shippers and LSPs who receive immediate alerts real-time when deviations occur during transport can take corrective action, such as contacting the driver to check the cargo and cooling systems for problems. Mitigation steps might also include notifying recipients in advance so they can take preemptive action on their side.





KEY METRICS FOR MONITORING THEFT & DAMAGE

Theft and damage are possible with any shipment. Real-time visibility and tracking provide an added layer of protection.

Key Takeaways

Cold chain shipments of perishable food, pharmaceuticals, biological materials, and other medical goods require maintaining specific temperatures throughout the supply chain journey. To successfully move these crucial shipments, LSPs and shippers need real-time, hyper-accurate location, temperature, and humidity monitoring—and need to provide this visibility to their end customers, so all stakeholders can actively monitor in-transit shipments and act quickly when deviations occur.



The Survey Says...

Slightly more than half (54%) of survey respondents said cargo security or loss prevention drove their need for real-time visibility. Other significant findings related to theft and damage included:

- ✔ 75% percent of respondents said they lose between 1-10 loads per month due to product damage or theft—both of which could be prevented by using a real-time visibility solution with IoT tracking devices
- ✔ 82% said the ability to track the hyper-accurate location of goods was the top-ranked feature for real-time monitoring—to help prevent theft
- ✔ 77% mentioned temperature, shock, humidity, and light as metrics relevant to product damage—especially for shipments transported by truck (62%) and ocean liner (52%)

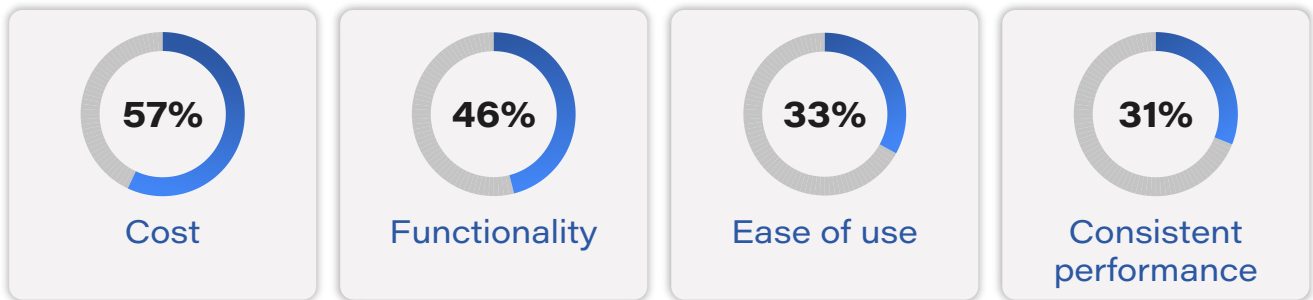




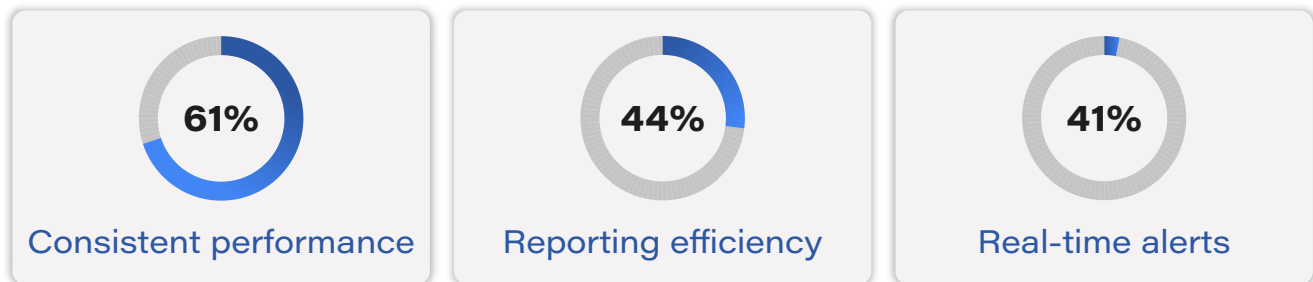
CONSIDERATIONS WHEN SELECTING A REAL-TIME VISIBILITY SOLUTION

The Survey Says...

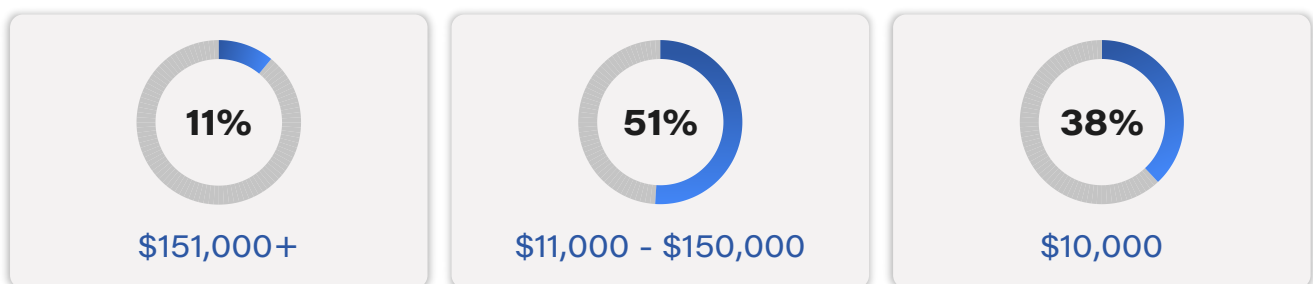
Main Considerations



Most Important Aspects of Functionality



Annual Budget for Real-Time Visibility



Key Takeaways

Timely alerts may mean various things to different parties—leading to different plans of action depending on whether they are an LSP or a buyer/retailer. For instance, LSPs are duty bound to advise their customers about alerts received and propose alternate solutions/recommendations in dire situations—as well as how to handle any potential loss/claims. For buyers, it could mean they make alternate arrangements for cargo, including placing rush orders if required—to ensure sufficient inventory.



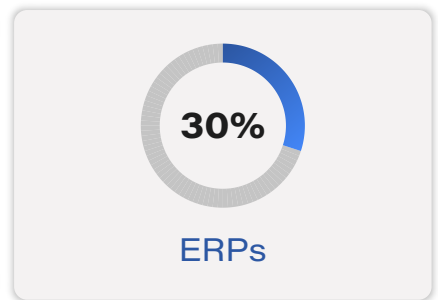
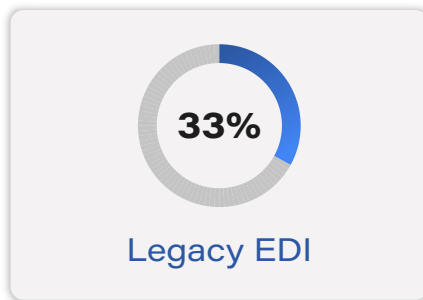
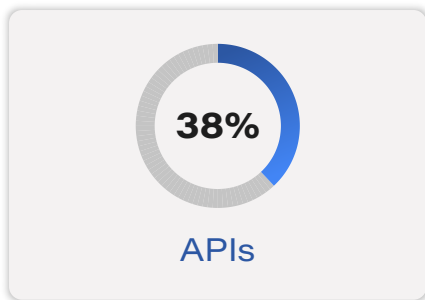
CURRENT VISIBILITY SOLUTIONS & SUSTAINABILITY

While real-time visibility is widely considered essential, successful implementation relies on the cooperation and collaboration of all parties involved in the supply chain. Inadequate engagement and collaboration among stakeholders frequently results in delays and unnecessary duplication—undermining the effectiveness of real-time visibility efforts. This was reflected in the survey responses, with 47% of respondents identifying stakeholder engagement as a critical concern—and expressing a desire to improve engagement using real-time visibility solutions.



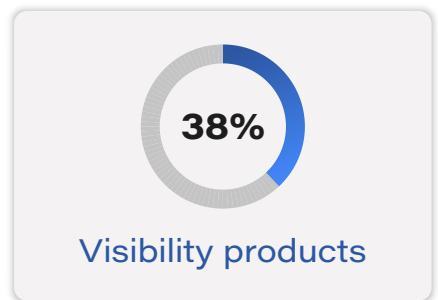
The Survey Says...

Preferred Method of System Integration



The survey also identified an overwhelming need from LSPs and shippers for a wider range of visibility products (38%) that includes increased coverage, especially in areas of conflict (33%)—and also a need for more service providers (26%).

Although visibility is considered by the WEF as the heart of sustainable supply chains when it comes to improving reliability and efficiency, only 58% of respondents currently have established sustainability goals that could be met by implementing some aspects of real-time shipment visibility.

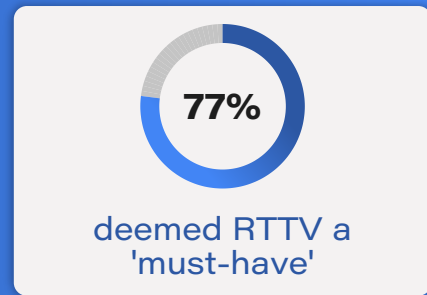




SUMMARY

This groundbreaking industry research provides valuable insights into survey respondents' viewpoints—irrespective of their current level of use of real-time visibility solutions.

The survey findings highlight a pronounced demand for real-time visibility—with 77% of respondents deeming it a "must-have," not an extravagance. This indicates that real-time visibility into shipments is becoming increasingly crucial for both LSPs and shippers to emphasize real-time visibility in their operations—especially to their customers, who are increasingly demanding innovative, value-added services.



This research also exposes that a mere 25% of customers currently utilize IoT trackers/devices for real-time shipment tracking—leaving 75% of industry participants without suitable technology to oversee cargo in real time.

These numbers emphasize a considerable gap in supply chain visibility and traceability, even though the WEF has stressed their significance for sustainable, resilient supply chains.



**IN LIGHT OF THESE FINDINGS,
IT IS RECOMMENDED THAT
LSPS AND SHIPPERS SHOULD**

Assess and invest in innovative tracking technologies

Solutions and real-time tracking systems to enhance visibility during transit—across all modes of transport.

**Encourage collaboration
Among stakeholders**

Collaborate with industry partners, exchange information, and streamline processes to boost the overall efficacy of real-time visibility solutions.

Emphasize sustainability

Given that only 58% of respondents have sustainability goals achievable through real-time shipment visibility, LSPs and shippers ought to reassess their sustainability targets and contemplate how increased visibility can foster a more eco-friendly supply chain.

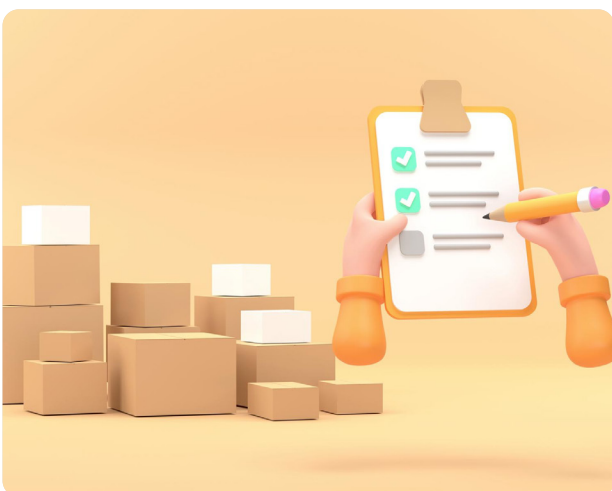
**Examine existing
Solutions and providers**

Seek more efficient, user-friendly, and reliable real-time visibility solutions—and investigate the services of new providers in this area.

Tackle cost concerns

While costs remain a significant factor, potential users should focus on the long-term advantages of enhanced efficiency, risk reduction, and customer satisfaction associated with improved visibility.

The survey underscores a robust demand for real-time visibility and IoT-based solutions within the supply chain industry—but that a considerable gap in both adoption and utilization persists.



The advantages of such progress are indisputable—delivering value to LSPs, their clientele, and end consumers through enhanced efficiency, dependability, and resilience across supply chains. By bridging the chasm between demand and adoption, the industry can progress toward a future where supply chains are more transparent, sustainable, and capable of handling the complexities of an ever-evolving world.

The time has come to prioritize visibility and traceability, adopt proven technology to support your efforts, and cultivate collaboration throughout the industry—ensuring a more vibrant, interconnected future for global supply chains.



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