April 2025 | InfoBrief, sponsored by SAP

Accelerating Supply Chain Collaboration Maturity with a Business Network

Simon Ellis
Group Vice President,
IDC Manufacturing/Energy Insights &
Supply Chain Strategies, IDC

Mickey North Rizza
Group Vice President,
Enterprise Software, IDC

THIS PDF USES HYPERLINKS

Table of Contents

THIS PDF USES HYPERLINKS

Executive Summary

Global supply chain disruptions continue to materially impact supply chain operations and strategic priorities.

- **Companies see a lack of collaboration, speed, and visibility as the biggest gaps to supply chain success.** Legacy IT and limited supplier capabilities impede collaboration and, thus, responsiveness. In the study, 60% of supply chain executives link poor supplier collaboration and visibility to reduced profits.
- While technological change focuses on internal processes, **manual methods are predominant in external collaboration,** as also observed in the relevant 2023 business network survey.
- **According to IDC's four-stage business networks maturity analysis, only 15% of companies are in the most mature category,** having high levels of document exchange automation, fully integrated systems for collaboration, and extensive visibility into levels of supply (beyond tier 1).
- Companies at the more advanced stages of maturity see notable improvements in efficiency, service delivery, regulatory compliance, and issue resolution times, affirming the value of investing in sophisticated network capabilities.

This 2025 study builds on the insights of IDC's *Driving Best-in-Class Supply Chain Collaboration with a Business Network* (August 2023) and explores the progressive impact of business networks.

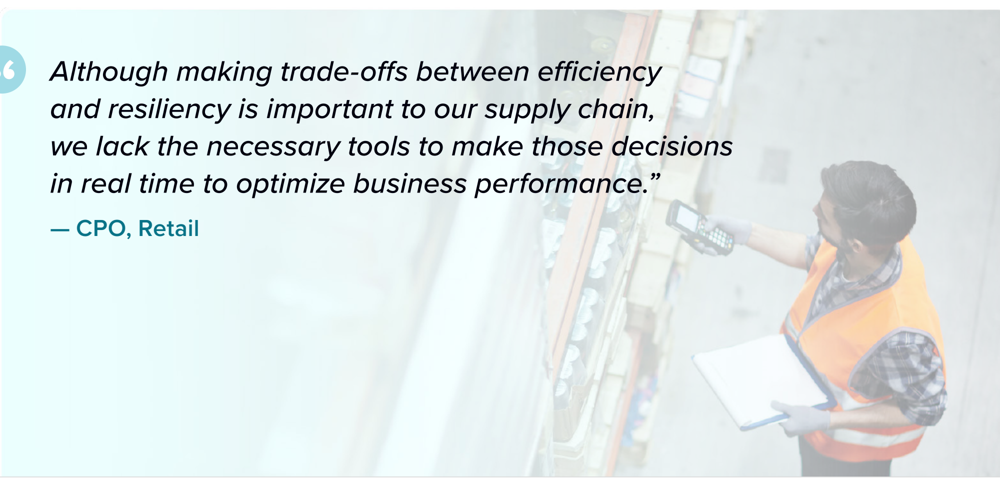
Current State

The 2024 study explores current market challenges, dives deeper into their impacts based on a survey of over 1,000 leaders, and builds on the insights of IDC's *Driving Best-in-Class Supply Chain Collaboration with a Business Network* (August 2023).

Supply Chain Responsiveness Remains Poor

As companies wrestled with inflation over the last two years, they tended to focus narrowly on cost reduction, rather than the resiliency and adaptability that result from broader operational efficiency efforts.

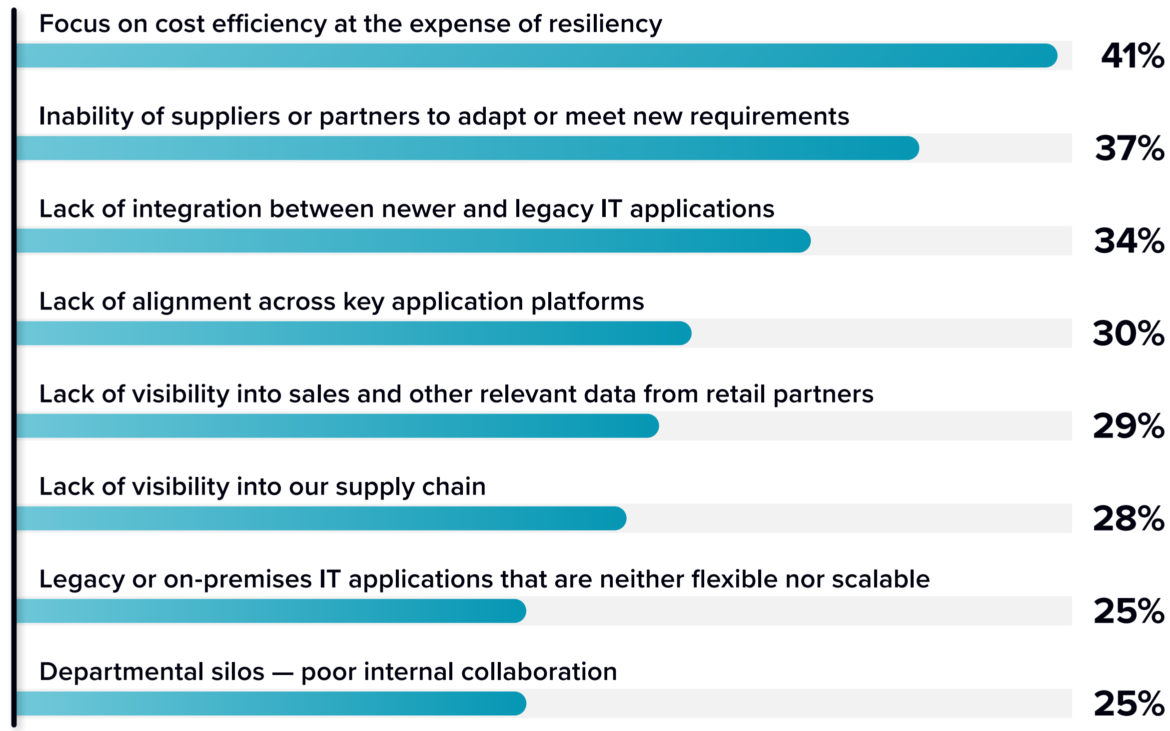
- A common theme of “legacy IT drag” emerges as companies deal with older on-premises systems or the inability to effectively integrate new systems with older ones.
- Both internal supply chain visibility and external partner visibility present significant challenges in responding swiftly to disruptions.



Although making trade-offs between efficiency and resiliency is important to our supply chain, we lack the necessary tools to make those decisions in real time to optimize business performance.”

— CPO, Retail

What main factors are preventing your supply chain from responding more effectively to market changes or disruptions?



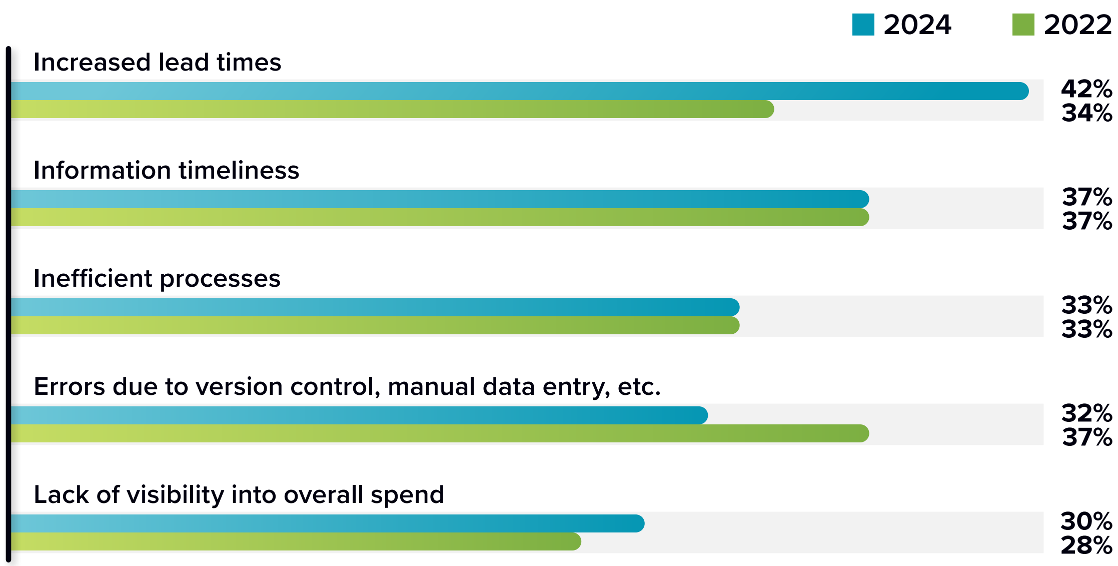
n = 1,022; Source: IDC’s *SAP Business Collaboration Networks Survey*, October 2024

Poorly Integrated Systems Decrease Supply Chain Collaboration Performance

Supply chain organizations struggle with legacy IT applications and poor integration across disparate systems (including on-premises and SaaS).

Where are the main challenges to your organization that poor internal systems integration presents? (Top 5 responses)

For an accessible version of the data in this figure, see page 33 in Appendix 2.



- Challenges over the last two years have shifted from issues such as version control and poor UX to longer lead times, partly owing to supply diversification.
- Data issues remain prevalent in terms of information timeliness and visibility.
- Although information accuracy has improved, companies tell IDC that this is often about “throwing labor” at the problem, resulting in declining marginal benefit.

n = 1,022; Sources: IDC's *SAP Business Collaboration Networks Survey*, October 2024; *Global Supply Chain Business Collaboration Networks Survey*, December 2022

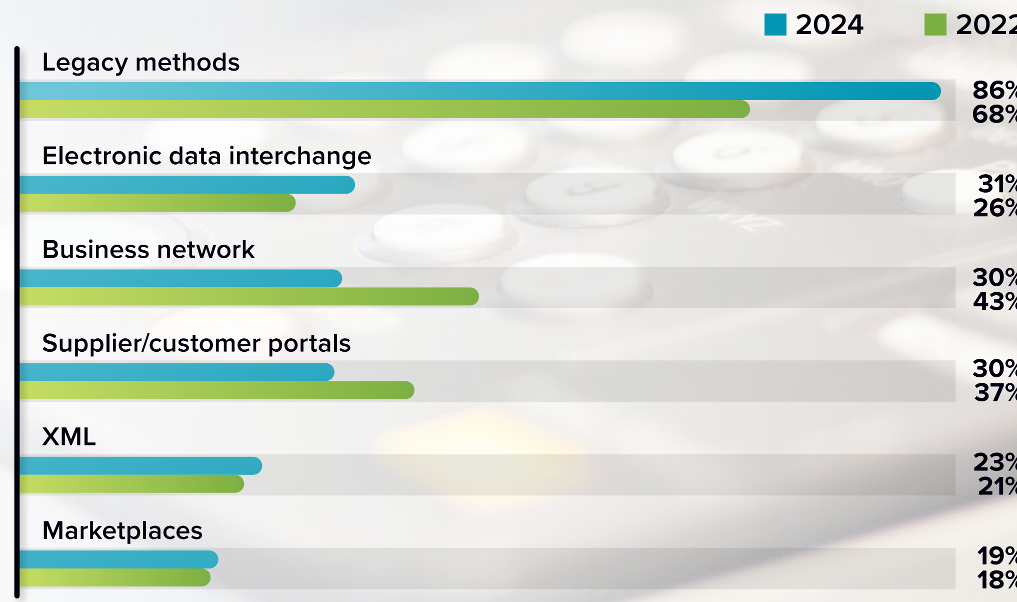
Collaboration Continues to Rely Heavily on Legacy Methods

In external collaboration, legacy methods such as email and fax dominate sending and receiving documents.

- While the next step for some companies may be to expand the use of EDI and supplier portals, others are progressing quickly by moving directly to business networks.
- Collaboration maturity impacts business performance with older systems and tools failing to deliver either competitive or differentiated capabilities.
- Most companies digitally generate documents internally and rely on manual or analog processes for external sharing, raising the risk of lost or delayed documents.
- According to IDC's four-stage business network maturity analysis, companies that have made progress in document exchange automation, integrated systems, and supplier visibility see substantial business performance improvements.

How do you transmit and receive documents with your supply base?

For an accessible version of the data in this figure, see page 33 in Appendix 2.

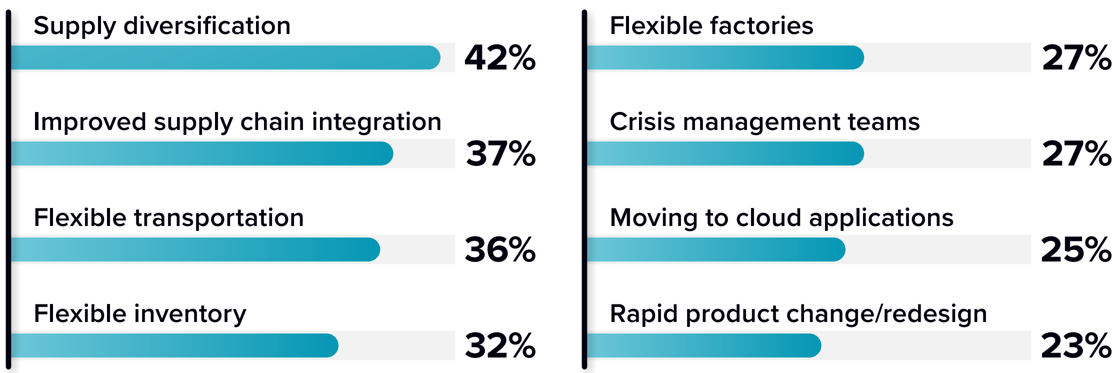


n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Improving Agility Is Critical for a Resilient Supply Chain

Inflation effects have renewed the focus on inventory and logistics flexibility and efficiency, which require fast access to data and document automation.

Where is the focus for improving agility?



> *We are challenged to better balance supply chain resiliency with efficiency. These do not have to be mutually exclusive if we have the necessary visibility and collaboration to make informed and smarter decisions."*
>
> — CPO, Equipment Manufacturer

- Black swan events, in particular, are almost impossible to predict, meaning rapid and agile response is critical.
- Although application gaps persist, there is a clear supply/supplier/procurement lens for agility, as well as balancing efficiency and lead times.
- About **42%** of supply chains are **diversifying supply to drive resiliency,** which requires better collaboration tools across a more diverse supply base.
- Building on insights from page 6, improving supply chain integration is another central focus, with **37% of companies struggling with multiple on-premises and cloud setups.**

n = 1,815 (single response); Source: IDC's *Supply Chain Survey,* March 2024

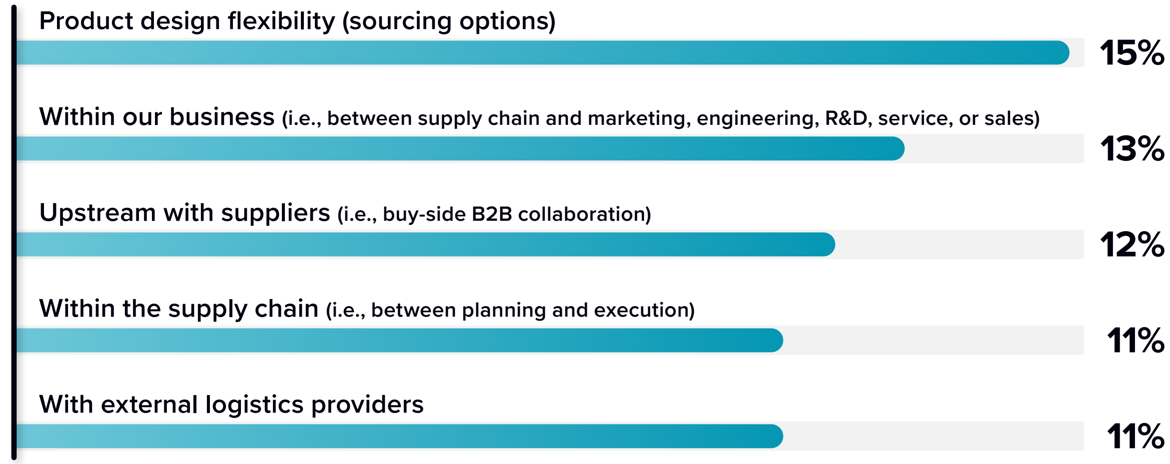
More Effective Collaboration Is an Opportunity for Most Organizations

Companies are dealing with more third parties — suppliers, customers, and logistics — than ever before, which increases supply chain complexity and the need for collaboration.

- Companies regularly cite upstream collaboration with suppliers and partners and within their business as significant improvement opportunities.
- Legacy tools impede progress toward improved collaboration.
- Close collaboration with suppliers is critical, especially during disruptions and black swan events.

> *We continue to outsource elements of our supply chain, so every year there are new suppliers and partners that we must collaborate with, yet the collaboration tools remain largely the same."*
>
> — COO, High Tech

Where are your most pressing collaboration challenges?
(Top 5 responses)



n = 1,815 (single response); Source: IDC's *Supply Chain Survey*, March 2024

Visibility Improvement Opportunities

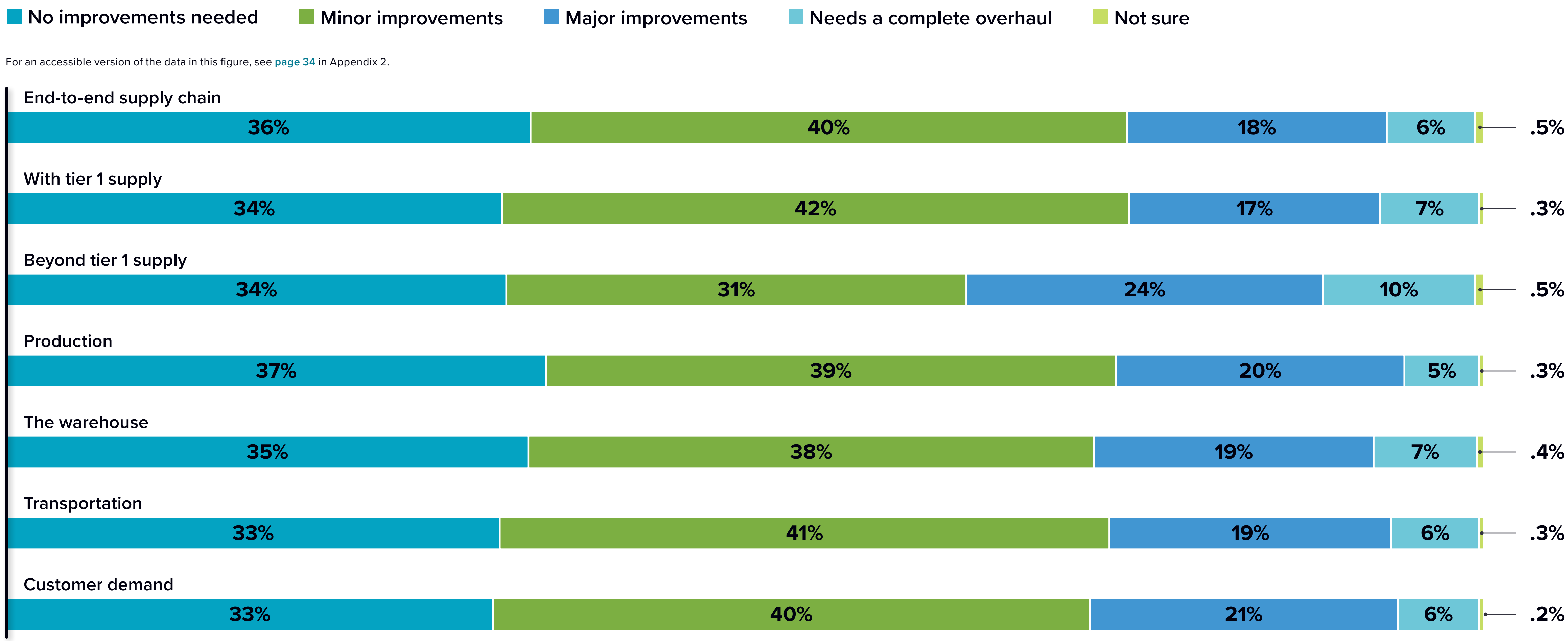
As companies cannot react to what they do not see, visibility means better responsiveness, translating to greater agility.

- Results show significant opportunity for improvement beyond tier 1, with **41%** of manufacturing and production personnel, including those in IT, **believing their processes need a complete/major overhaul.** About 34% of operations respondents share this sentiment.
- In purchasing and procurement, **71%** of professionals state that they **receive fragmented/incomplete information due to their current collaboration and/or visibility levels,** restricting their ability to react effectively or efficiently to disruptions.
- **57%** of C-suite executives believe that **limited or poor supplier collaboration and visibility have negatively impacted profits.**
- About **69%** of manufacturing/production professionals state that **information is not timely.**
- Executives unanimously said their main reason for not sharing more information with suppliers to improve supply chain collaboration was that they "lacked the capability to share the data accurately."

> *Although visibility is critical, we also must be able to react to that visibility; otherwise, we are simply a spectator to an unfolding disaster."*
>
> — COO, Pharmaceutical Manufacturer

Visibility Improvement Opportunities (continued)

How much improvement in processes and systems will help enhance visibility into each of these areas?



For an accessible version of the data in this figure, see page 34 in Appendix 2.

n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

The Opportunity: Business Networks

The 2024 study explored the potential of business networks.

IDC defines a **business network** as a multi-enterprise platform that facilitates information exchange and enables automated transactions among disparate parties across the supply chain or supply chain processes. In today's fast-paced, highly analytical supply chain, using networks to facilitate commerce and collaboration can mean the difference between meeting and failing to meet supply chain performance goals.

Focus Areas for Supply Chain Organizations

Based on IDC's annual survey results, supply chain organizations say they will prioritize sustainable operations and the use of business networks over the next three years.

- Ingesting and operationalizing data sets beyond their own four walls allows companies to prepare for disruptions.
- Leveraging modern, automated collaboration, and visibility capabilities from business networks aligns well with business performance goals and competitive supply chain differentiation for speed and agility.
- Using automation technologies to better integrate disparate supply chain applications remains an important focus for most companies.

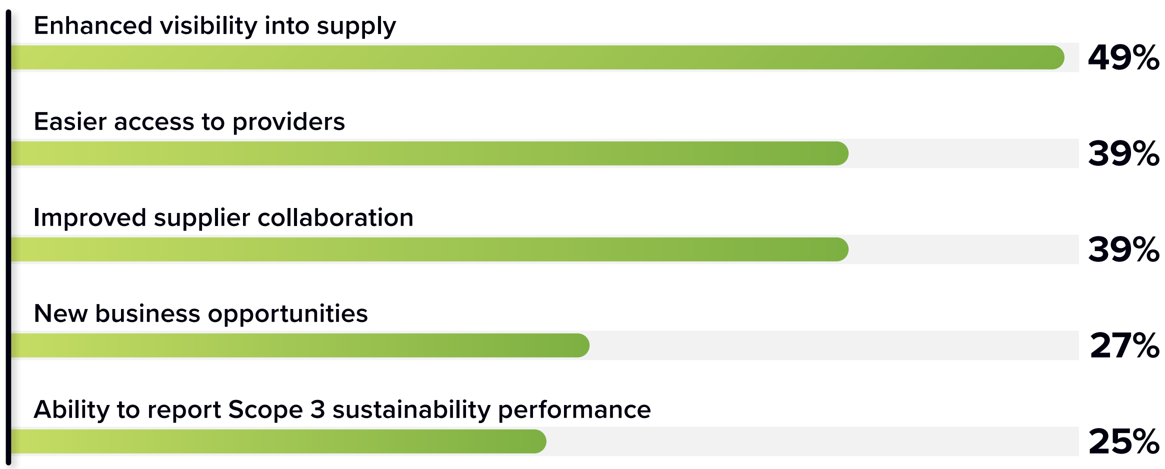
Top Priorities of Supply Chain Organizations

n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Supply Chains That Participate in at Least One Business Network See Enhanced Capabilities

Notably, network participants respond better to disruption due to greater visibility, easier access to providers, and improved supplier collaboration.

What have been the benefits of participation in a business network?



- Speed and agility are particularly important when alternative sources of supply and overall resources have limitations.
- When disruptions are unpredictable, networked supply chains with broader visibility and access to alternative sources of supply will be able to accelerate time-to-recovery and will win over those that cannot.

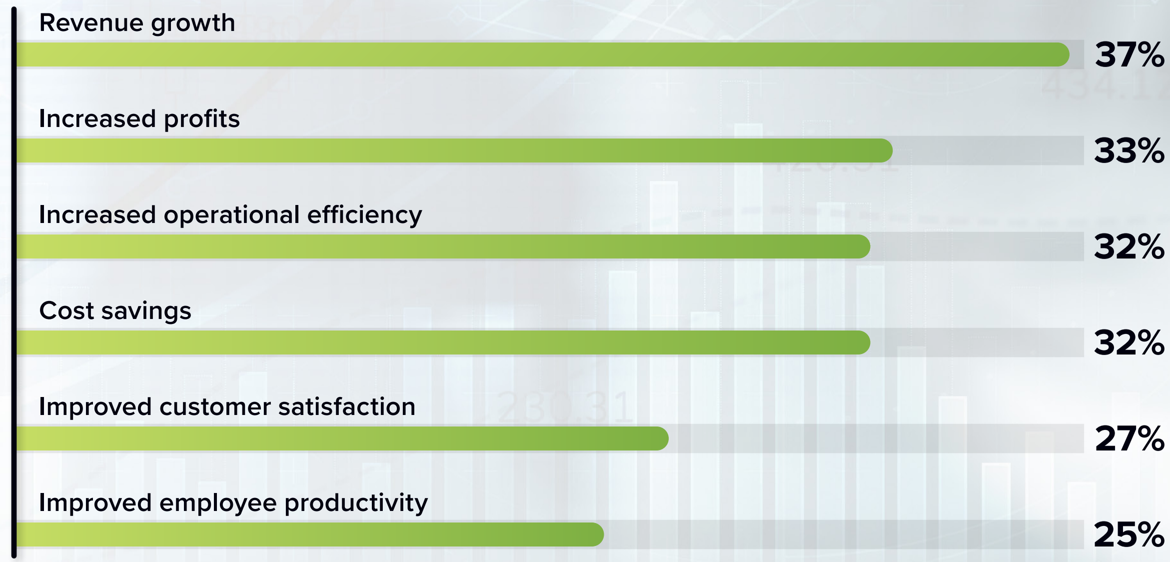
n = 1,815 (single response); Source: IDC's *Supply Chain Survey*, March 2024

Performance Metrics Vary Across Industries for Companies Using Business Networks

Business performance outcomes focus on revenues and profit, though specific metrics vary by industry.

- Cost savings is the top metric for assessing business networks in all industries except high tech.
- People efficiency/time to complete tasks is the second most important metric overall and the most important for high tech.
- Improved service performance (OTIF) is the third most important metric overall and the second most important for oil and gas.*

Which of the following were the three most important business outcomes your organization tried to achieve from business network initiatives in the past 12 months?



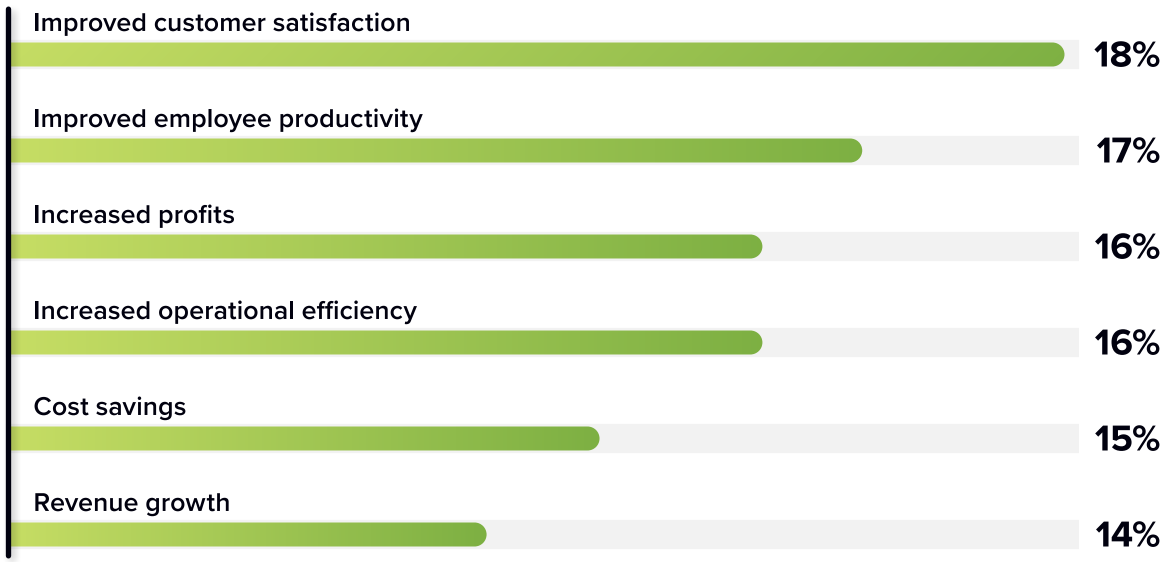
n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

*See Appendix 1 for selected industry details.

Business Network Participation Benefits Are Compelling

The benefits of network participation align well with broader business goals and overall performance.

What annual percentage change in the past 12 months did your organization experience in each of the following as a result of investments in business networks?



- Networks play well in a disruptive environment, notably helping drive greater visibility and supplier collaboration to enable productivity and efficiency.
- Companies that are more mature in using automation, integrated collaboration tools, and overall visibility outperform laggards by significant margins. In the last 12 months, **76%** of the most mature companies **exceeded 10% revenue growth** versus only 38% of the least mature organizations.
- Companies tell IDC that using business networks enhances the innovation process by allowing them to more quickly identify new suppliers and improve reporting against sustainability requirements.

n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Business Network Maturity Model

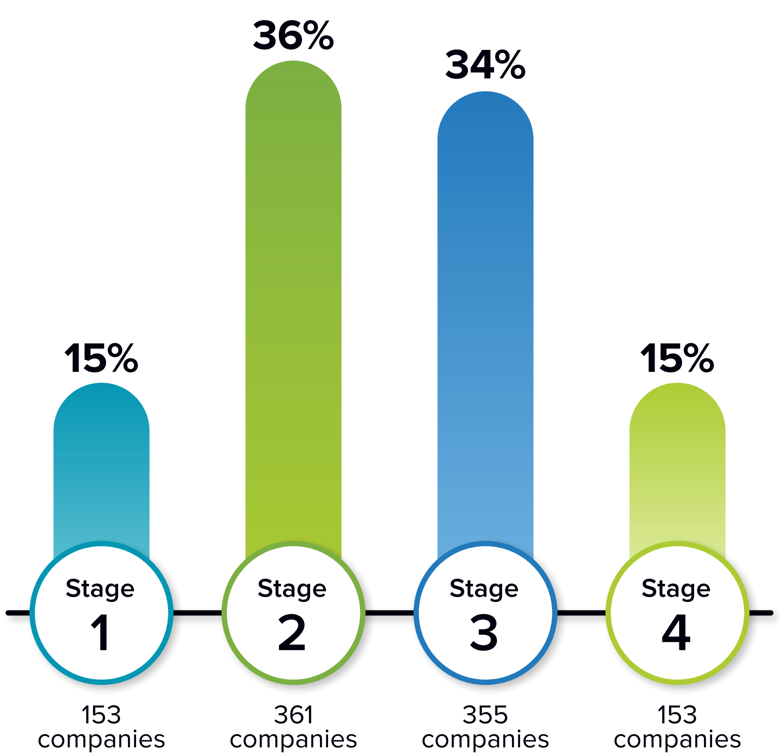
Where is your organization across the four stages of maturity?

Business Network Maturity Approach

As IDC engaged with end-user companies across multiple industries, it witnessed different levels of visibility, efficiency, and collaboration performance.

- **Performance is manifest in many ways.** Manually sharing data sometimes results in errors or a lack of timeliness and general inefficiency. In a disruptive world where speed is critical, legacy approaches fail to drive differentiated business results.
- **This maturity analysis looked at several capabilities,** including how companies transmit and receive critical supply chain documents and how integrated systems collaborate with external suppliers; overall supply visibility beyond immediate tier 1; and the approach to addressing Scope 3 emissions assessment with trading partners.
- **IDC grouped these capabilities into assessment levels.**
- **IDC assessed correlated business outcomes across a broad range of metrics:** revenue growth, cost efficiency, people productivity, customer satisfaction, speed of innovation, sustainability, and overall business resiliency.

Business Network Maturity Levels



n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Business Network Maturity Analysis

Stage 1

IDC classified the maturity scale results into four groups to understand the differences in response by maturity level.

COMPANY TRAITS:

- Manual document exchange
- Poorly integrated collaboration tools
- Poor visibility into supply, especially beyond tier 1
- No clear plans to capture Scope 3 emissions

- This stage is still a significant percentage of respondents and represents a clear opportunity to leapfrog to more mature stages.
- It takes one company with low maturity to affect the entire supply chain.
- The discrete manufacturing industry had the highest percentage of companies in this least-mature stage (19%), with retail and oil and gas at about 10% each and process manufacturing at slightly over 9%.

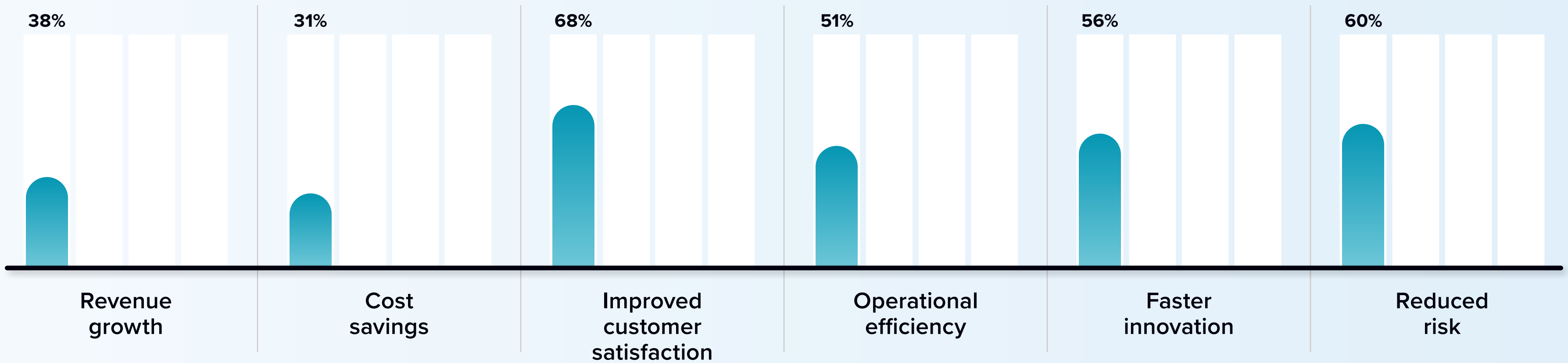
Key Metric Improvement, Exceeding 10%

(Compared to Other Stages)

Percentage maturity:

Stage 1 Stage 3
Stage 2 Stage 4

For an accessible version of the data in this figure, see page 35 in Appendix 2.



n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Business Network Maturity Analysis

Stage 2

IDC classified the maturity scale results into four groups to understand the differences in response by maturity level.

COMPANY TRAITS:

- Mix of manual and automated document sharing
- Some integration of collaboration tools
- Poor visibility into supply, especially beyond tier 1
- No clear plans to capture Scope 3 emissions

- For these companies, maturity remains relatively low, and significant opportunities exist to improve capabilities.
- The discrete manufacturing industry had the highest percentage of companies in this second stage of maturity (21%), with process manufacturing at 16% and retail at 9%.

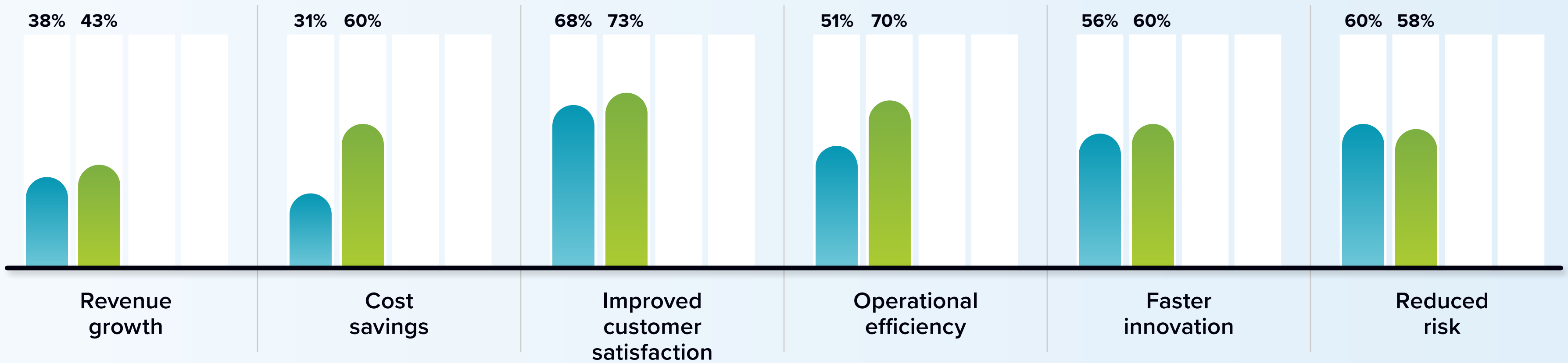
Key Metric Improvement, Exceeding 10%

(Compared to Other Stages)

Percentage maturity:

Stage 1 | Stage 3 | Stage 2 | Stage 4

For an accessible version of the data in this figure, see page 35 in Appendix 2.



n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Business Network Maturity Analysis

Stage 3

IDC classified the maturity scale results into four groups to understand the differences in response by maturity level.

COMPANY TRAITS:

- Mix of manual and automated document sharing
- Mostly full integration of collaboration tools
- Improved visibility into supply, especially beyond tier 1
- Ability to collect limited Scope 3 emissions data

- These companies have progressed in terms of maturity, but improvement opportunities remain, especially in visibility.
- The discrete manufacturing industry had the highest percentage of companies in this third stage of maturity (20%), with process manufacturing at 17% and wholesale distribution at 9%.

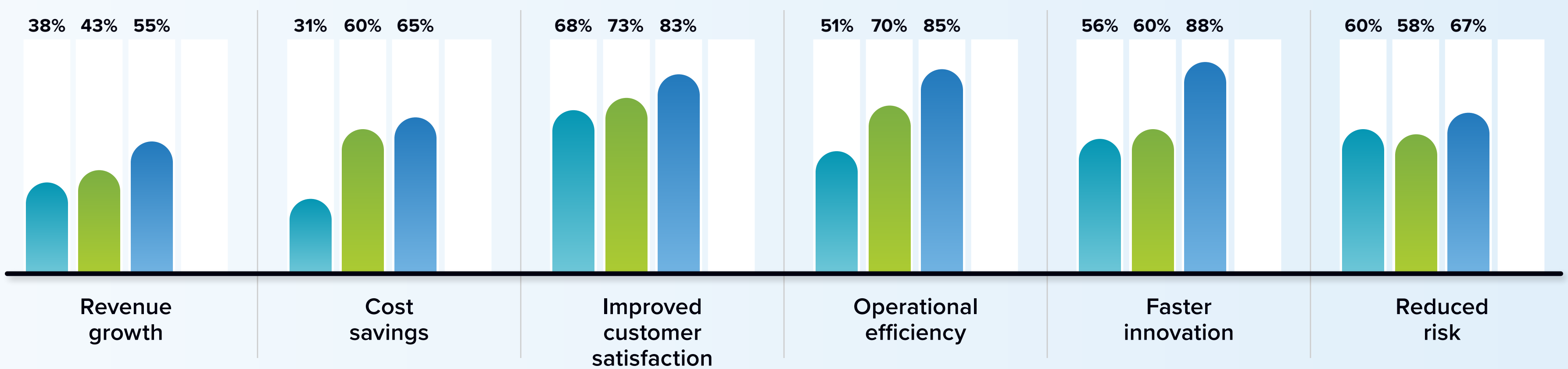
Key Metric Improvement, Exceeding 10%

(Compared to Other Stages)

Percentage maturity:

Stage 1 Stage 3
Stage 2 Stage 4

For an accessible version of the data in this figure, see page 35 in Appendix 2.



n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Business Network Maturity Analysis

Stage 4

IDC classified the maturity scale results into four groups to understand the differences in response by maturity level.

COMPANY TRAITS:

- High levels of automated document exchange
- Fully integrated systems for collaboration
- Extensive visibility into supply, including beyond tier 1
- Clear plans to capture Scope 3 emissions data

- This is the most mature category. However, improvement opportunities still exist. These companies have progressed well in using technology and modern business processes to drive best-in-class collaboration and visibility capabilities.
- The discrete manufacturing industry had the highest percentage of companies in this most mature stage (16%), with process manufacturing at 13% and utilities at 11%.

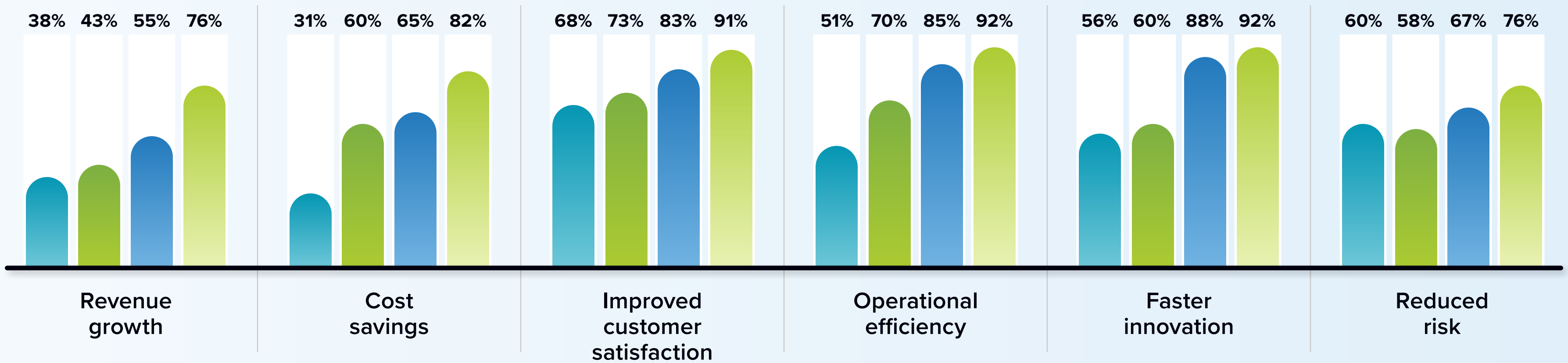
Key Metric Improvement, Exceeding 10%

(Compared to Other Stages)

Percentage maturity:

Stage 1 | Stage 3 | Stage 2 | Stage 4

For an accessible version of the data in this figure, see page 35 in Appendix 2.



n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

More Mature Companies See Better Performance Against Key Metrics

Business network maturity correlates highly with improved performance metrics and outcomes. As companies adopt automation, enhance integration, and boost collaboration and visibility, they see corresponding improvements in overall business performance.

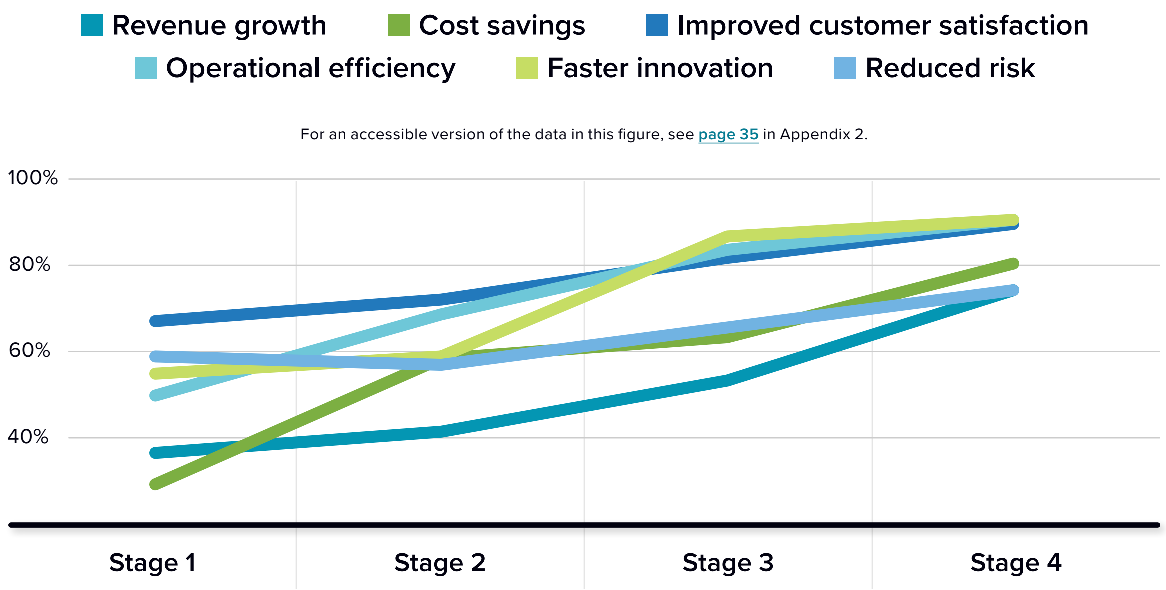
Percentage improvement as a company progresses from Stage 1 to Stage 4

REVENUE PERFORMANCE:
almost 40 percentage points

OPERATIONAL EFFICIENCY:
almost 41 percentage points

CUSTOMER SATISFACTION:
almost 23 percentage points

Percentage of Companies by Stage Exceeding 10% Improvement



For an accessible version of the data in this figure, see page 35 in Appendix 2.

n = 1,022; Source: IDC's *SAP Business Collaboration Networks Survey*, October 2024

Progressing Supply Chain Collaboration and Visibility Maturity with a Business Network

1. **Improving collaboration and visibility** with an integrated business network that can extend capabilities beyond tier 1

2. **Focusing on more accurate and timely information** for better decision-making and the visibility/agility to see and respond to disruptions at scale

3. **Extending digital process and document sharing** with external trading partners for efficiency and speed

4. **Adopting a business network for collaboration** to improve assurance of supply and people efficiency/utilization

5. **Automating and integrating systems to improve data accuracy and timeliness,** thereby driving higher revenue, profit, and customer satisfaction

Actions to Consider

What should supply chain organizations do now?

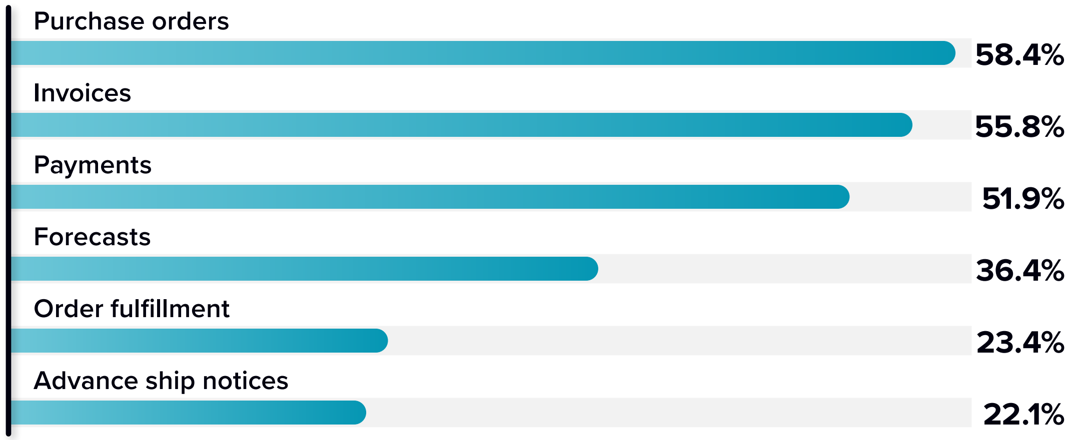
- **Examine the extent to which the challenges/opportunities** this InfoBrief outlines resonate with their company.
- **Assess the most significant collaboration and visibility pain points** and what a best-in-class supply chain means for their business.
- **Perform a self-assessment** to understand where their company's supply chain sits within the maturity model.
- **Take advantage of this InfoBrief and other resources,** such as business network use cases and IDC Business Value White Papers.
- **Use the Business Value Calculator** based on IDC methodology to assess personalized benefits that can be realized with a business network; **and start building a business case.**
- **Determine how SAP Business Network can help.**

Appendix 1: An Industry View

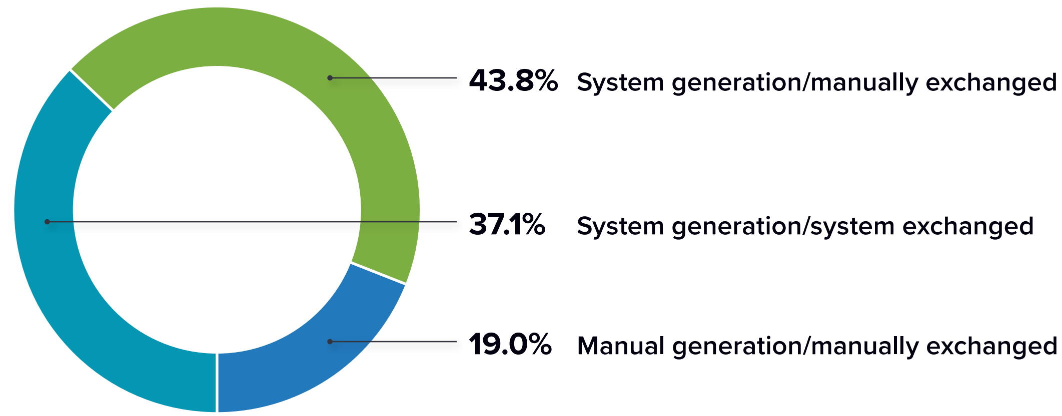
Industry Spotlight

Collaboration in Life Sciences

Fully Automated/Data Digitalized



Methods of Document Sharing



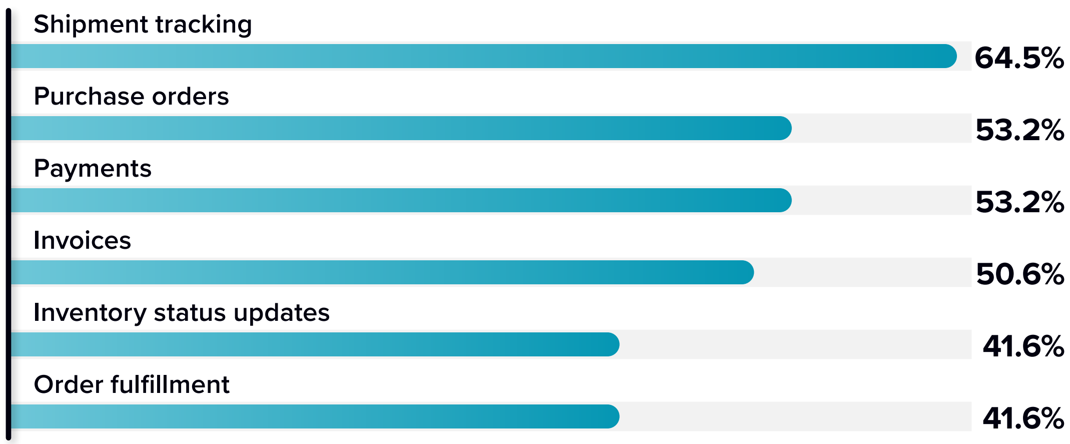
- Over half of surveyed firms (53%) prioritize cost efficiency at the expense of resiliency, often compromising their ability to respond to disruptions.
- About 88% rely extensively on legacy methods (email, fax, and phone) to transmit and receive documents.
- About 61% and 48% link poor collaboration to heightened business risks and decreased profits, respectively.
- Ineffective system integration has resulted in a 46% increase in lead times and delays due to untimely information for 35% of companies.
- Revenue growth (38%) and increased operational efficiency (35%) are the most significant business outcomes from business network initiatives.
- Over the past year, life science companies participating in business networks saw a 20% improvement in issue resolution time and a 15% improvement in cost efficiency.

n = 1,506; Source: Business Coll 2022 Survey

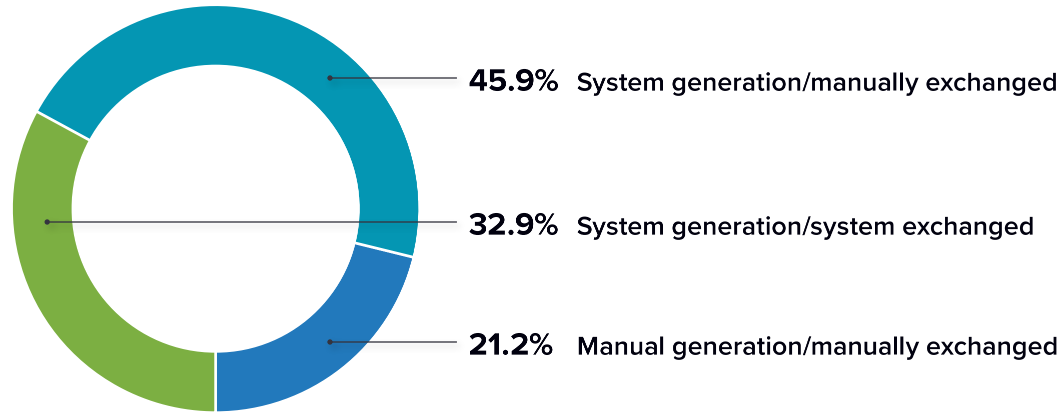
Industry Spotlight

Collaboration in Consumer Products

Fully Automated/Data Digitalized



Methods of Document Sharing



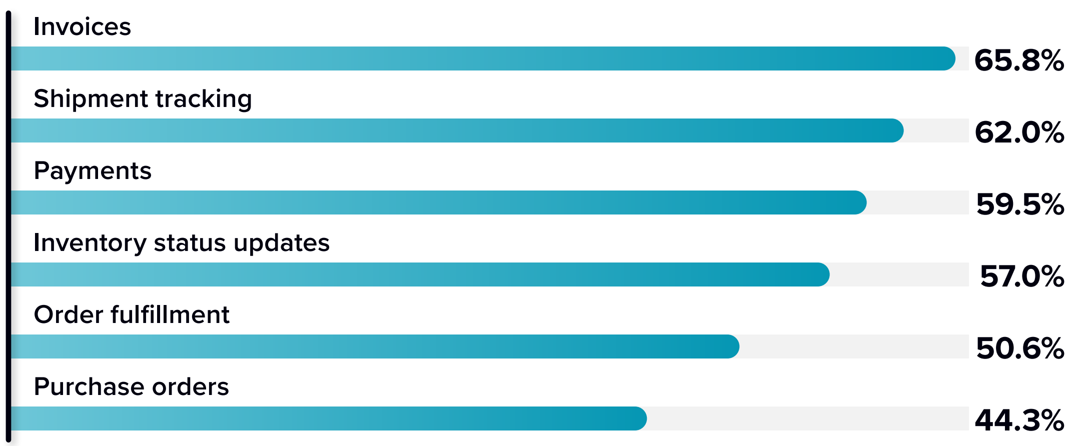
- About 39% of surveyed firms prioritize cost efficiency at the expense of resiliency, often compromising their ability to respond to disruptions.
- About 95% rely extensively on legacy methods (email, fax, and phone) to transmit and receive documents.
- About 66% report that poor collaboration hampers operational efficiency, with 47% observing profit declines.
- Challenges in system integration have resulted in a 43% increase in lead times, causing delays due to untimely information for 36% of companies.
- Revenue growth (45%) and cost savings (42%) are the most significant business outcomes from business network initiatives.
- Over the past year, consumer products companies participating in business networks saw a 19% improvement in service performance and a 16% improvement in people efficiency/time to complete tasks.

n = 1,506; Source: Business Coll 2022 Survey

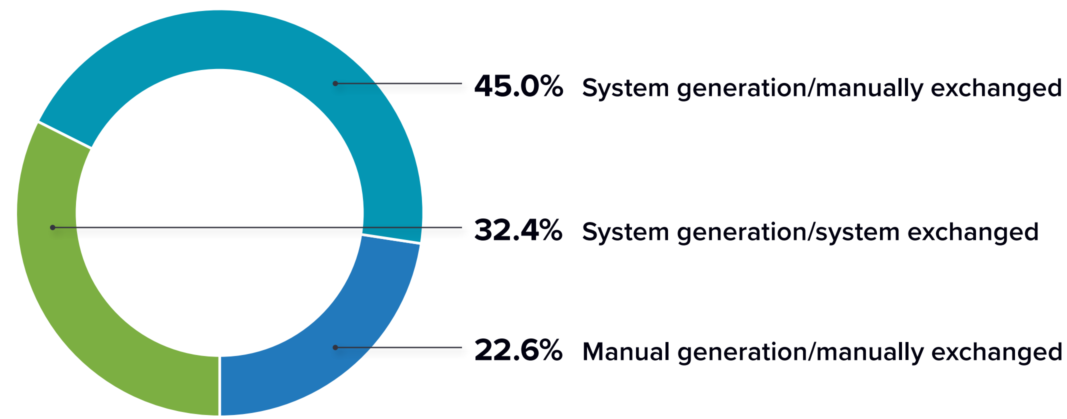
Industry Spotlight

Collaboration in Industrial Manufacturing

Fully Automated/Data Digitalized



Methods of Document Sharing



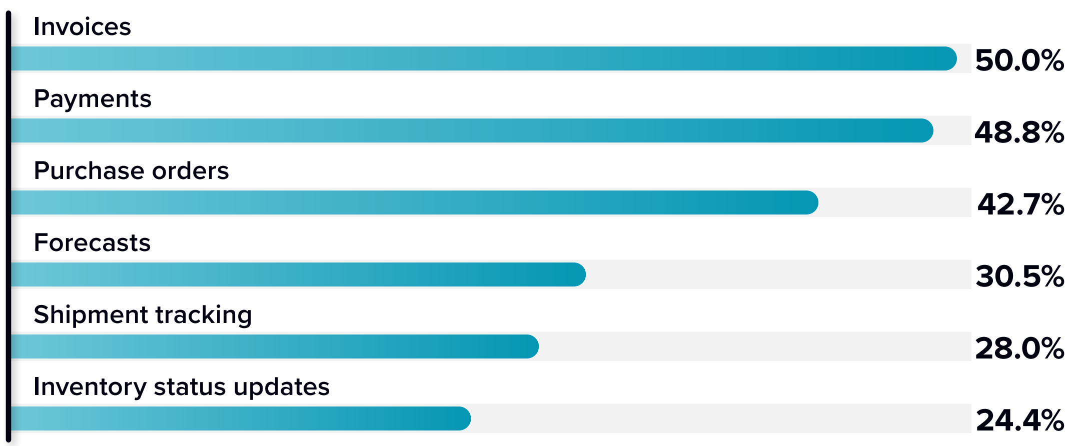
- About 91% of surveyed firms rely extensively on legacy methods (email, fax, and phone) to transmit and receive documents.
- About 41% cite that a lack of integration between newer and legacy IT applications reduces their ability to respond to disruptions. Poor integration of key systems has resulted in inefficient processes (38%) and a lack of timely information (43%).
- About 56% report that poor collaboration reduces revenue growth, primarily due to its negative effect on customer satisfaction.
- Revenue growth (37%) and increased operational efficiency (33%) are the most significant business outcomes from business network initiatives.
- Over the past year, industrial manufacturing companies participating in business networks saw a 19% improvement in regulatory compliance and a 17% improvement in people efficiency/time to complete tasks.

n = 1,506; Source: Business Coll 2022 Survey

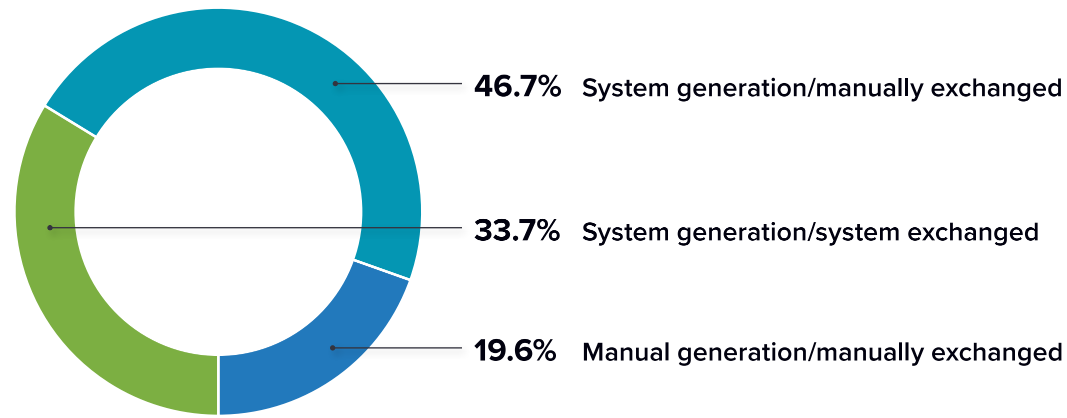
Industry Spotlight

Collaboration in High Tech

Fully Automated/Data Digitalized



Methods of Document Sharing



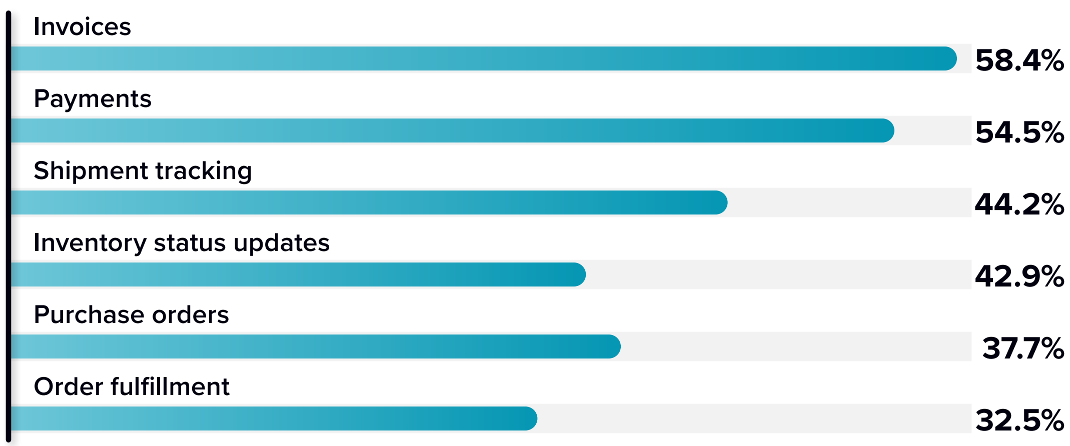
- About 81% of surveyed firms rely extensively on legacy methods (email, fax, and phone) to transmit and receive documents.
- About 39% cite that focusing on cost efficiency at the expense of resiliency reduces their ability to respond to disruptions.
- Poor integration of key systems has resulted in increased lead time (48%) and a lack of timely information (43%).
- About 58% say that the impact of poor collaboration is slower time to market, which increases business risk.
- Increased operational efficiency (38%) and revenue growth (34%) are the most significant business outcomes from business network initiatives.
- Over the past year, high-tech companies participating in business networks saw a 19% improvement in people efficiency/time to complete tasks and an 18% improvement in service performance/OTIF.

n = 1,506; Source: Business Coll 2022 Survey

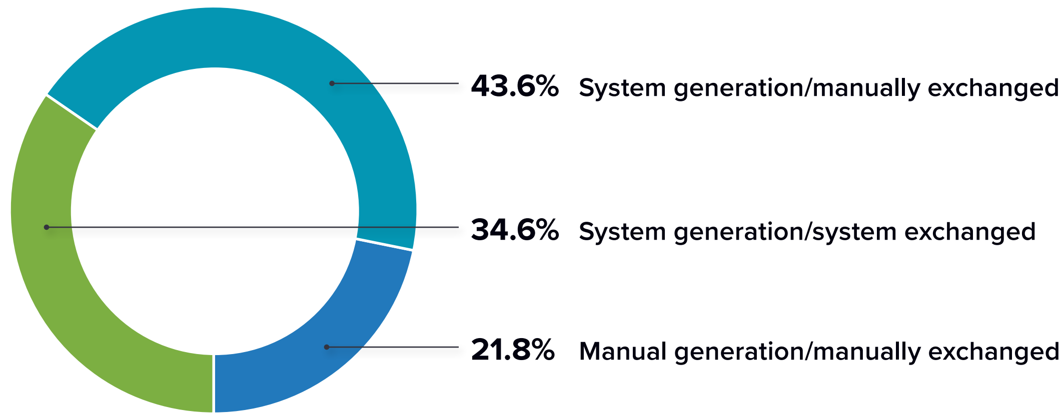
Industry Spotlight

Collaboration in Oil and Gas

Fully Automated/Data Digitalized



Methods of Document Sharing



- About 39% of surveyed firms prioritize cost efficiency at the expense of resiliency, often compromising their ability to respond to disruptions.
- About 91% rely extensively on legacy methods (email, fax, and phone) to transmit and receive documents.
- About 50% say that poor collaboration reduces agility and revenue growth.
- Poor integration of key systems increased lead time (39%) and errors due to version control/manual data entry (35%).
- Revenue growth (42%) and increased profits (40%) are the most significant business outcomes from business network initiatives.
- Over the past year, oil and gas companies participating in business networks saw a 17% improvement in regulatory compliance and a 16% improvement in service performance/OTIF.

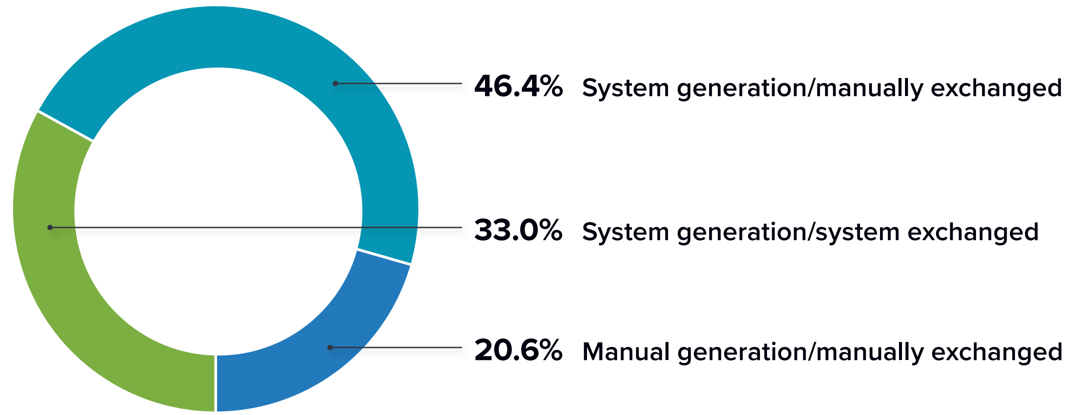
n = 1,506; Source: Business Coll 2022 Survey

Industry Spotlight

Collaboration in Mill Products* and Mining

Fully Automated/Data Digitalized

Methods of Document Sharing



- About 48% of surveyed firms prioritize cost efficiency at the expense of resiliency, often compromising their ability to respond to disruptions.
- About 87% rely extensively on legacy methods (email, fax, and phone) to transmit and receive documents.
- About 50% say the impact of poor collaboration is decreased operational efficiency and business resilience.
- Poor integration of key systems has resulted in increased lead time (46%) and a lack of timely information (39%).
- Revenue growth (38%) and cost savings (37%) are the most significant business outcomes from business network initiatives.
- Over the past year, mining and mill companies participating in business networks saw a 19% improvement in people efficiency/time to complete tasks and an 18% improvement in issue resolution cycle time.

* Mill products subsegments include building materials, metals, and paper and packaging.

n = 1,506; Source: Business Coll 2022 Survey

Appendix 2: Supplemental Data

The tables in this appendix provide accessible versions of the data for the complex figures in this document. Click “Return to original figure” below each table to get back to the original data figure.

FIGURE FROM PAGE 6

Where are the main challenges to your organization that poor internal systems integration presents?

Main Challenges	2024	2022
Increased lead times	42%	34%
Information timeliness	37%	37%
Inefficient processes	33%	33%
Errors due to version control, manual data entry, etc.	32%	37%
Lack of visibility into overall spend	30%	28%

n = 1,022; Sources: IDC's SAP Business Collaboration Networks Survey, October 2024; Global Supply Chain Business Collaboration Networks Survey, December 2022

Return to original figure

FIGURE FROM PAGE 7

How do you transmit and receive documents with your supply base?

Transmit and Receive Documents	2024	2022
Legacy methods	86%	68%
Electronic data interchange	31%	26%
Business network	30%	43%
Supplier/customer portals	30%	37%
XML	23%	21%
Marketplaces	19%	18%

n = 1,022; Sources: IDC's SAP Business Collaboration Networks Survey, October 2024; Global Supply Chain Business Collaboration Networks Survey, December 2022

Return to original figure

Appendix: Supplemental Data (continued)

FIGURE FROM PAGE 11

How much improvement in processes and systems will help enhance visibility into each of these areas?

Extent of Improvement	No Improvements Needed	Minor Improvements	Major Improvements	Needs a Complete Overhaul	Not Sure
End-to-end supply chain	36%	40%	18%	6%	.5%
With tier 1 supply	34%	42%	17%	8%	.3%
Beyond tier 1 supply	34%	31%	24%	10%	.5%
Production	32%	37%	37%	37%	37%
The warehouse	37%	39%	20%	5%	.3%
Transportation	35%	38%	19%	7%	.4%
Customer demand	33%	41%	19%	6%	.3%

n = 1,022; Source: IDC's SAP Business Collaboration Networks Survey, October 2024

Return to original figure

Appendix: Supplemental Data (continued)

FIGURE FROM PAGE 23

Percentage of Companies by Stage Exceeding 10% Improvement

Stages	Revenue Growth	Cost Savings	Improved Customer Satisfaction	Operational Efficiency	Faster Innovation	Reduced Risk
Stage 1	38%	31%	68%	51%	56%	60%
Stage 2	43%	60%	73%	70%	60%	58%
Stage 3	55%	65%	83%	85%	88%	67%
Stage 4	76%	82%	91%	92%	92%	76%

n = 1,022; Source: IDC's SAP Business Collaboration Networks Survey, October 2024

Return to original figure

About the Analysts

Simon Ellis
Group Vice President,
IDC Manufacturing/Energy Insights &
Supply Chain Strategies, IDC

As Group Vice President, Simon Ellis currently leads the U.S. Manufacturing Insights, U.S. Energy Insights, and Global Supply Chain Strategies practices at IDC, specializing in advising clients on manufacturing/energy strategies, supply chain digital transformation, sustainability, cloud migration, network, and ecosystem design. He works with end user companies, supply chain organizations and technology providers to develop best practices and strategies leveraging IDC quantitative and qualitative data sets. Within the Supply Chain practices, Simon contributes extensively to the Supply Chain Planning and Multi-Enterprise Networks Strategies practice while also overseeing the Supply Chain Execution practices. These supply chain practices specialize in advising clients on supply chain network design, S&OP, global sourcing (Profitable Proximity and Low-Cost Sourcing), warehousing and inventory management, transportation, logistics, and more.

More about Simon Ellis

Mickey North Rizza
Group Vice President,
Enterprise Software, IDC

Mickey leads the Enterprise Applications and Strategies research service along with a team of analysts responsible for IDC's coverage of next generation of enterprise applications, including digital commerce, employee experience, enterprise asset management and smart facilities, ERP, financial applications, HCM and payroll applications, procurement, professional services automation and related project-based solutions software, supply chain automation, and talent acquisition and strategies. In her role, Mickey and the team advise clients on these intelligent, modern, and modular enterprise applications for businesses of all sizes emphasizing on the key trends, opportunities, innovation and IT and business buyer concerns, requirements, and buyer behaviors.

More about Mickey North Rizza

Message from the Sponsor

SAP Business Network

SAP Business Network is the world's largest B2B trading partner platform and supports nearly $6 trillion in annual transactions. It modernizes how procurement and supply chain processes are connected across companies to build stronger supply chains and deliver on the customer promise. SAP Business Network closes the break points between buyers and suppliers by enabling transaction exchange, information sharing, and trading partner discovery, leveraging AI and configurable business rules. This helps companies gain greater visibility into their supply chain, increase operational efficiency, and ensure compliance.

Learn more at sap.com/businessnetwork

IDC Custom Solutions

This publication was produced by IDC Custom Solutions. The opinion, analysis, and research results presented herein are drawn from more detailed research and analysis independently conducted and published by IDC, unless specific vendor sponsorship is noted. IDC Custom Solutions makes IDC content available in a wide range of formats for distribution by various companies. This IDC material is licensed for external use and in no way does the use or publication of IDC research indicate IDC's endorsement of the sponsor's or licensee's products or strategies.

IDC Research, Inc.
140 Kendrick Street, Building B, Needham, MA 02494, USA
T +1 508 872 8200

idc.com @idc @idc

International Data Corporation (IDC) is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications, and consumer technology markets. With more than 1,300 analysts worldwide, IDC offers global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries. IDC's analysis and insight helps IT professionals, business executives, and the investment community to make fact-based technology decisions and to achieve their key business objectives.