Supply chains are becoming increasingly complex, with dependencies upstream, in-plant and downstream. Here are some potential risks.

### UPSTREAM DISRUPTIONS

Loss of or disruption of key suppliers, raw materials or inventory necessary for production.

- **31%** of companies say they have a single primary supplier located in an area prone to severe weather, natural disaster or disruptive political conflict.
- **49%** of companies rely on a single supplier for 20% or more of their materials.
- **52%** of companies said they do not have or aren’t sure they have a trusted network of backup suppliers or a backup inventory plan in place.

### IN-PLANT DISRUPTIONS

The loss of the equipment, people and processes most critical for production.

- **42%** of companies either don’t have or aren’t sure they have a formal business continuity plan, including backup plans for people, processes and equipment, or they aren’t sure if they do.
- **55%** of companies say they either don’t have a formal business continuity plan, including backup plans for people, processes and equipment, or they aren’t sure if they do.
- **44%** of companies say they rely on a single supplier for their most critical equipment, which are not readily available or they are not sure.
- **55%** of companies said they do not have or aren’t sure if they have a trusted network of backup suppliers or a backup inventory plan in place.

### DOWNSTREAM DISRUPTIONS

The loss of distributors, customers and the need for backup plans.

- **51%** of companies say they have a single distribution center or warehouse from which they ship all of their products.
- **36%** of companies rely on a single customer for 20% or more of their business income.
- **43%** of companies say they do not have a formal business continuity plan, including backup plans for people, processes and equipment, or they aren’t sure.
- **5%** of companies say they either don’t have a formal business continuity plan, including backup plans for people, processes and equipment, or they aren’t sure.

### WHERE IS YOUR SUPPLY CHAIN THE MOST VULNERABLE?

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