



# A time of renewal for Canada's supply chains

Fortune favours the bold



KPMG in collaboration with



ontario  
chamber of  
commerce

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# Foreword

In today's consumer-centric digital economy, modern supply chains that ensure the rapid, efficient movement of goods and services are indispensable to economic growth and prosperity. In our fast-evolving environment – where the unprecedented pace of change is accelerating – supply chains are the lifeblood of our economic future.

Companies effectively responding to the needs and expectations of today's consumers understand the critical importance of maintaining integrated, agile supply chains that maximize supplier visibility and the use of modern digital capabilities. These businesses understand that good supply chains are invisible to the consumer when they work well.

Unfortunately, we need only look to the global pandemic's devastating impact on the world's supply chains and the sudden scarcity of goods, services and raw materials for a reminder of both their profound importance and their overwhelmingly fragile state today.

Amid today's supply chain disruption, the truth is that troubling supply chain vulnerabilities have persisted since long before the pandemic amid an array of factors. These include: evolving consumer behaviours, geopolitical and economic volatility, the rapid shift to digital technology, exposure to diverse regulatory challenges, and the devastating impact of natural disasters.

The key threats to economic growth as they relate to today's supply chain networks are diverse, profound and in many cases tightly interconnected to create what we might consider to be 'super-risks' that unmistakably loom on the economic horizon. The global pandemic's supply chain disruption has heightened existing risks and challenges.

Today's prevailing risks and their troubling implications for governments and businesses of every type and size – from small and medium-sized businesses to multinationals – include:

- Chronic underinvestment in supply chain modernization;
- Continued risk-laden dependence on single suppliers;
- The need to innovate amid soaring goods and services costs;
- Evolving and ever-increasing consumer expectations;
- Ongoing labour shortages and skills gaps.

## Fortune favours the bold and the time to act is now

Companies can take the key lessons learned from weathering the disruptions experienced throughout the pandemic and evolve their supply chain strategies. There is a need for game changing solutions, and first movers will unlock critical advantages. Simply put, in today's precarious environment, fortune favours the bold. There is no need to await further evidence on what is required. The challenge before us is to translate knowledge and insights into action and new prospects for economic growth.

The pandemic has made clear that businesses absolutely need to adopt a dynamic approach to identifying both opportunities and prevailing risks, replacing the traditional approach of assessing opportunities and risks in isolation and based on previous experiences.

Taking a 'dynamic risk assessment' (DRA) approach has become essential to understanding the strategic benefits of investments, the value of potential opportunities and the long-term risks.

KPMG's DRA methodology is an evolution in risk assessment that applies actuarial theories, sophisticated algorithms, mathematics and advanced data and analytics together in a KPMG proprietary methodology to identify, connect and visualize risk in four dimensions. This unparalleled view takes into consideration risk interconnectedness and the velocity with which risks can impact business operations. DRA modelling reveals where risks can be expected to form critical clusters or trigger 'contagion' with other risks.

As part of this process, KPMG collaborated with the Ontario Chamber of Commerce to engage workshop participants in discussions and data collection.

A strong, modern, transformed supply chain network has become indispensable to the efficient movement of goods to local, regional, national and international markets and, ultimately, to Canada's future competitiveness, growth and prosperity.

## There is a clear opportunity for growth

More government investment and private equity capital can help facilitate the modernization of global supply chains, positively impacting economic activity and growth prospects.

As KPMG's 2022 Global CEO Survey reveals, a total of 55 percent of leaders agreed or strongly agreed that

supply chain risks will have an impact on their business over the next three years.

As we move forward, new investment is critical and includes the need for a broader focus that provides a value-chain perspective amid innovation. The implications of today's challenges vary for governments, small and medium-sized enterprises and multinationals. But the overarching challenge ahead is to identify – and truly understand – the prevailing pain points and apply smart new mitigation strategies that foster continued growth for our local, provincial and national economies.

Governments, for example, should collaborate with each other in new ways to reshape supply chain capabilities and mitigate risk in the global digital economy. This includes innovative trade agreements, investments in infrastructure, and the re-orienting of supply chains amid over-reliance on individual nations such as China. The world's seven most-advanced economies (G7) all rely heavily on China for a continuous supply of low-cost imports today.

Make no mistake – this is a moment that matters. We are at the threshold of the next debate concerning nothing less than the nation's industrial policy. Now is the time for bold, insightful, game-changing initiatives and strategies. There is little time to lose in the race for economic growth and future prosperity in the hypercompetitive and rapidly evolving global environment.

**Among the significant challenges ahead in the journey to accelerating economic growth through supply chain modernization, here are five critical areas warranting a bold new focus by businesses and government.**

- Unlocking growth requires critical capital**
- From one trusted source to a resilient network**
- Innovate to combat soaring costs**
- Adapt to evolving customer expectations**
- Upskill, reskill and automate for a new era**

# Unlocking growth requires critical capital

## The need for new investment to transform today's supply chain networks is crucial.

According to our 2022 Global CEO Survey, nearly three quarters of business leaders we surveyed (72 percent) strongly agreed or agreed that the availability of capital for new investments is having an impact on their business.

There is no time to lose on the need to invest in supply chain innovation that will truly meet the requirements of today's consumer society, and this includes co-operation on a global level to provide innovations that support countless businesses relying on a broad array of global partners and suppliers.

The World Trade Organization and the G7 can both serve as useful multilateral arenas through which new core principles for international trade and modernized supply chains can emerge. Some G7 countries have already made efforts to drive progress. Japan has set aside the equivalent of US\$2 billion to support domestic companies that move production out of China. Germany has encouraged an international response on the need for enhanced supply chain resilience.<sup>1</sup>

Closer to home, we see opportunities to enhance collaboration and foster progress among the economically connected regional trading partners of Ontario, Quebec, Michigan and New York state.

It's worth noting that the Canadian government recently announced, in its 2022 federal budget, a major new initiative to drive much-needed supply chain improvements. To help build resilient and efficient supply chains, the federal government plans to commit \$603.2 million over five years to Transport Canada.

This includes \$450 million over the next five years to support supply chain projects through the National Trade Corridors Fund, which aims to accelerate the efficient movement of goods across Canada's sprawling transportation networks. This is in addition to \$4.2 billion allocated to the fund since 2017.

At the same time, the Ontario government's latest budget, announced in April 2022, includes \$159 billion to improve infrastructure and transportation networks that play a key role in moving goods across Canada's largest province and beyond.

This is in addition to previous multi-million-dollar provincial commitments to strengthen supply chains serving various sectors. For example, the Ontario government is investing \$25 million to improve the agri-food supply chain - incentivizing industry investment in projects that will enhance processing capacity, increase the sector's competitiveness and strengthen resilience during future disruptions.

The Ontario government is also continuing to invest in the province's auto-parts supply chain, announcing in April 2022 an investment of more than \$5.5 million in the Ontario Automotive Modernization Program to boost competitiveness and position Ontario as a North American hub for developing and building cars of the future.

<sup>1</sup> [https://csis-website-prod.s3.amazonaws.com/s3fs-public/publication/200904\\_Ramanujam\\_GlobalSupply\\_v4.pdf](https://csis-website-prod.s3.amazonaws.com/s3fs-public/publication/200904_Ramanujam_GlobalSupply_v4.pdf)





## Supply chain disruption – a call to action!

The global pandemic's disruptive impact delivered a sudden and alarming wake-up call on the state of today's supply chain operations and resilience. If we have been guilty of assuming a false sense of economic security and unrealistic prospects for growth, the global pandemic has revealed today's troubling economic reality.

Under-investment resulting in severe challenges across supply chain systems is posing an array of risks:

- Slow, uneven, inconsistent technology adoption within the supply chain management network has created an inefficient and disjointed system that cannot meet today's high customer-service standards;
- Businesses have not been proactive on the inevitable need for future-focused innovation investment that will continually advance supply chain performance;
- Supply chains today lack infrastructure redundancy and flexibility amid their reliance on single-infrastructure options (for transportation, warehousing, electricity, etc.), leading to increased vulnerabilities and bottlenecks;
- Skills gaps have become significant amid limited investment in training and upskilling, leading to a shortage of workers with skills in areas such as digital technology and data analytics, as well as in manufacturing and transportation.

Our research shows that while supply chain managers are recognizing the cost of today's serious inefficiencies, leading organizations emerging from the pandemic's harsh lessons are already accelerating investment in advanced technologies that promise to improve supply chain visibility and responsiveness to marketplace dynamics and disruptions.

According to KPMG's 2021 Global CEO Survey, 67 percent of CEOs plan to increase investment in supply chain innovation and disruption-detection capabilities. Investments by many companies in the last 18-24 months have aimed at automating key nodes within supply chains, including intelligent automation to enhance the performance and visibility of key infrastructure such as warehouses, manufacturing sites and transportation services.

We expect to see the investment trend continuing, with businesses enhancing supply chain visibility via advanced track-and-trace and blockchain technologies. Modern planning capabilities via advanced digital technology – including cognitive planning and AI-driven predictive analytics – should also be a priority. As noted, Canada's federal and Ontario governments are committing investment to bring supply chains into the 21<sup>st</sup> century.

In today's hypercompetitive and volatile environment, businesses need to embrace – without delay – the game-changing power of modern digital technology to improve supply chain visibility and resilience, reduce operating costs, unlock data-based insights, and diversify how customer needs are being met.

# From one trusted source to a resilient network

Despite the inherent risks associated with reliance on a single major trading partner, many businesses continue to rely on a strong relationship with a single major supply chain partner, typically one operating in a low-cost foreign geography. Despite providing cost savings, this traditional approach has resulted in supply chain rigidity, inefficiency and vulnerability.

Some organizations are wisely evolving from a 'just-in-time' approach to a 'just-in-case' mindset – revisiting traditional cost-based strategies in an effort to enhance resilience by mitigating supplier risks. CEOs surveyed in the UK, for example, now rank their supply chains as a top-five risk requiring attention in the wake of the pandemic's costly supply chain disruption.<sup>2</sup>

There is no question on the need to re-think and replace prevailing strategies in order to include a new focus on supply chain risk – rather than remaining singularly focused on cost savings. Businesses can build greater agility and resilience into their supply chains by working with partners and suppliers who possess modern, data-driven planning and analytics capabilities as well as automation technologies.

Leading firms are actively seeking a broader list of suppliers, alternative markets and customers, and alternative transport and logistics providers. Supply chain leaders are also turning their attention to enhanced risk monitoring to better address inherent and residual risks in near-real time.

As our 2022 CEO survey shows, 56 percent of businesses say they have taken, or within six months will take, measures to diversify their supply chains in response to ongoing geopolitical challenges. Fears of a recession and its impact on business may also be keeping CEOs up at night. A total of 82 percent say they expect and have planned for a recession, and a total of 72 percent have taken, or within six months will take, steps to diversify their supply chains in anticipation of a recession.

As for what leaders are doing over the next three years as a top strategy to mitigate supply chain issues, 34 percent said they are 'diversifying sources of input by adding new locations' in order to enhance supply chain resilience, with 25 percent also saying they will rely on more 'onshore' suppliers to enhance production and resilience. More than one-third (36 percent) also said they will monitor their supply chains more deeply to include third- and fourth-party suppliers.

Economic growth demands the modernization and expansion of supply chain networks to eliminate the serious risks and inefficiencies posed by outdated reliance on single suppliers and traditional approaches that limit agility.

<sup>2</sup> <https://home.kpmg/uk/en/blogs/home/posts/2021/09/supply-chain-resilience-ceo-s-moving-from-just-in-time-to-just-in-case.html>

For example, the ecommerce industry continues to revisit and revamp supply chains to meet changing business and marketplace needs amid acquisitions, expansion and the impact of the pandemic. In line with these priorities, companies continue to focus on evolving their supply chain operations and technology.

Meanwhile the transportation and logistics industry continues to digitally transform infrastructure with a focus on its warehousing technologies and capabilities, including robotics and the adoption of more than 2,000 bots that are positively impacting customer service.<sup>3</sup>

Third-party logistics provider, Hollingsworth, suggests that today's best-in-class supply chains "incorporate a key list of characteristics that define their success and set them apart with exemplary management."<sup>4</sup> These characteristics include: proactive use of big data; highly optimized inventory management; rapid, flexible order fulfillment; energy sustainability; and compliance.

Canada's supply chain challenges and inefficiencies are, to some degree, a symptom of the country's vast size and low population density. Compared to our neighbors to the south, it costs significantly more time and money to distribute vital goods rapidly and reliably across major centers and outlying regions. Logistical barriers, combined with prevailing supply chain issues, limit the ability of organizations to provide consumers with the responsive experiences they expect.

## Bringing supply nodes closer to home

Canadian industries have also seen manufacturing plants and head offices leave the country in recent decades and the pandemic has clearly revealed the urgent need for provinces and federal powers to encourage domestic activity and transform supply chains for a new era.

The supply chain challenge is well known to our government leaders. In conversations with some of KPMG's public sector clients, we see a clear desire to take stock of our domestic manufacturing and supply capabilities, define Canada's domestic needs for a new era, build more secure trade relationships, and foster greater self-reliance to drive economic growth.

Some initiatives are already underway to identify and quantify the impact of Canada's current supply chain dependencies, particularly in the wake of changes sparked by the pandemic's outbreak. Throughout the pandemic, federal and provincial governments engaged in rapid-fire initiatives to provide emergency services. Businesses typically turned to alternative suppliers but failed to focus on the immediate need to secure supply chains and vet suppliers to ensure availability of critical health products under emergency conditions. Improvisation was the order of the day.

As we emerge from the COVID-19 slowdown and its disruption of supply chains, many businesses are recognizing the need to pursue new and alternative partnerships. In KPMG's 2021 Global CEO Survey, 85 percent of CEOs said protecting their partner ecosystem and supply chain performance is a priority.

<sup>3</sup> <https://logisticsviewpoints.com/2022/08/17/dhl-supply-chains-digital-transformation-in-the-warehouse/>

<sup>4</sup> <https://www.hollingsworthllc.com/>



# Innovate to combat soaring costs

The need to pursue supply chain innovation that truly modernizes our network systems has become indispensable and inevitable. We need to foster and accelerate digital technology adoption if we hope to increase supply chain visibility, overcome inefficiencies, manage rising costs and meet consumer expectations.

We continue to see soaring prices amid supply shortages that are negatively impacting every sector as demand rises and disrupted supply chains fail to respond. Commodities such as lumber, for example, more than doubled in price during the pandemic due to supply constraints that coincided with soaring consumer demand for home-renovation materials. And as we emerge from the pandemic's initial disruption, consumers are grappling with the soaring cost of food, gas and other essential products.

The theme of rising commodity prices has repeated itself across a range of industries – most recently with rising energy and gas prices driving up logistics costs. As a cost of doing business, organizations have had to absorb these increased costs.

In many organizations, commodity-purchase decisions are typically based on experience as opposed to a structured mechanism. The timing and size of purchases in today's uncertain economic environment has become crucial, but spending transparency remains poor.

The embrace of digital capabilities, and the exchange of timely information and data, needs to be promoted and maintained in a manner that includes all stakeholders – including consumers. Steve Beatty, Global Head of

Infrastructure and the Chairman of Global Cities Center of Excellence, KPMG cautions that “businesses that ignore the need for a new level of transparency will do so at their own peril”.

In today's reality, it is also crucial that supply chain and procurement professionals exhibit greater knowledge and capabilities concerning marketplace dynamics and their impacts – rather than serving as purchasing ‘negotiators.’

## Tapping into the power of digital technology

While category prices are certainly available to businesses, a detailed breakdown of pricing in terms of material components, labour, wastage, or premium added is generally poorly defined – if provided at all. Category pricing is often not indexed to the basic commodity price, which has produced cases where the category prices don't move in sync with respect to commodity pricing. For example, consider the pricing of universally used paper-based packaging such as corrugated boxes – very few organizations have a scientific way of indexing prices for these items.

To enhance the process, organizations are increasingly focusing on the power of digital technology to foster the seamless flow of information across the value chain and drive insights that accelerate informed and timely decision making. Organizations are leveraging spending analytics tools and software packages to increase visibility into where, how and when they spend.

It's important to note as well how the pandemic has upended an already tight labour market to create additional cost pressures for businesses. We are seeing higher expectations among workers regarding pay and working conditions, the proliferation of virtual workplace

models as people work from home on flexible schedules, and growing digital-skills shortages that are intensifying the ongoing 'war for talent' across an array of sectors.

Among the CEOs we surveyed, 61 percent agreed or strongly agreed that their ability to retain talent amid inflation pressures and the rising cost of living will have an impact on their business over the next three years. The higher cost of acquiring and retaining scarce labour and skills will, of course, affect the cost of goods and services as higher overhead costs are passed on to the end customer.

**We suggest the following five 'building blocks' as a starting point on the journey to transforming today's supply chains with game-changing digital capabilities that will impact costs and efficiencies:**

1. Define the digital capabilities needed to enhance processes and decision making;
2. Start with performance capabilities but focus on key business objectives and needs;
3. Focus on ROI by implementing a strategic sequence of modernization initiatives;
4. Develop employee teams to acquire critical skills and capabilities for a new era;
5. Partner for success by building a fully connected ecosystem.

**These guidelines apply to both suppliers and sellers.**



# Adapt to evolving customer expectations

The inability to meet ever-evolving customer expectations in today's consumer-centric digital economy poses significant competitive risks, making it essential that businesses gain both a better understanding of consumer expectations and a new focus on catering to their individual preferences and needs.

Infinite customer choice, evolving consumer tastes, expectations for instant delivery, and the proliferation of online shopping services are exerting unprecedented pressures on supplier agility and reliability. Today's weak and outdated supply chains lack the flexibility and speed needed both to satisfy today's customer expectations and to respond effectively to disruptions.

Integrating customer experiences across all channels is essential in order to meet consumer expectations for a seamless experience offering reliable access to information in real time. Omni-channel solutions will need to focus on the integration of operations, sales and innovation investment to provide appropriate capabilities.

In some sectors, as customer demand for variety and customization soars – creating huge new complexities and costs – forward-looking organizations are finding ways to identify and deliver value to more profitable customer segments at an appropriate cost. By recognizing how customers see the world, and predicting their future needs via data analysis, organizations can create agile supply chains that are truly customer-centric and that

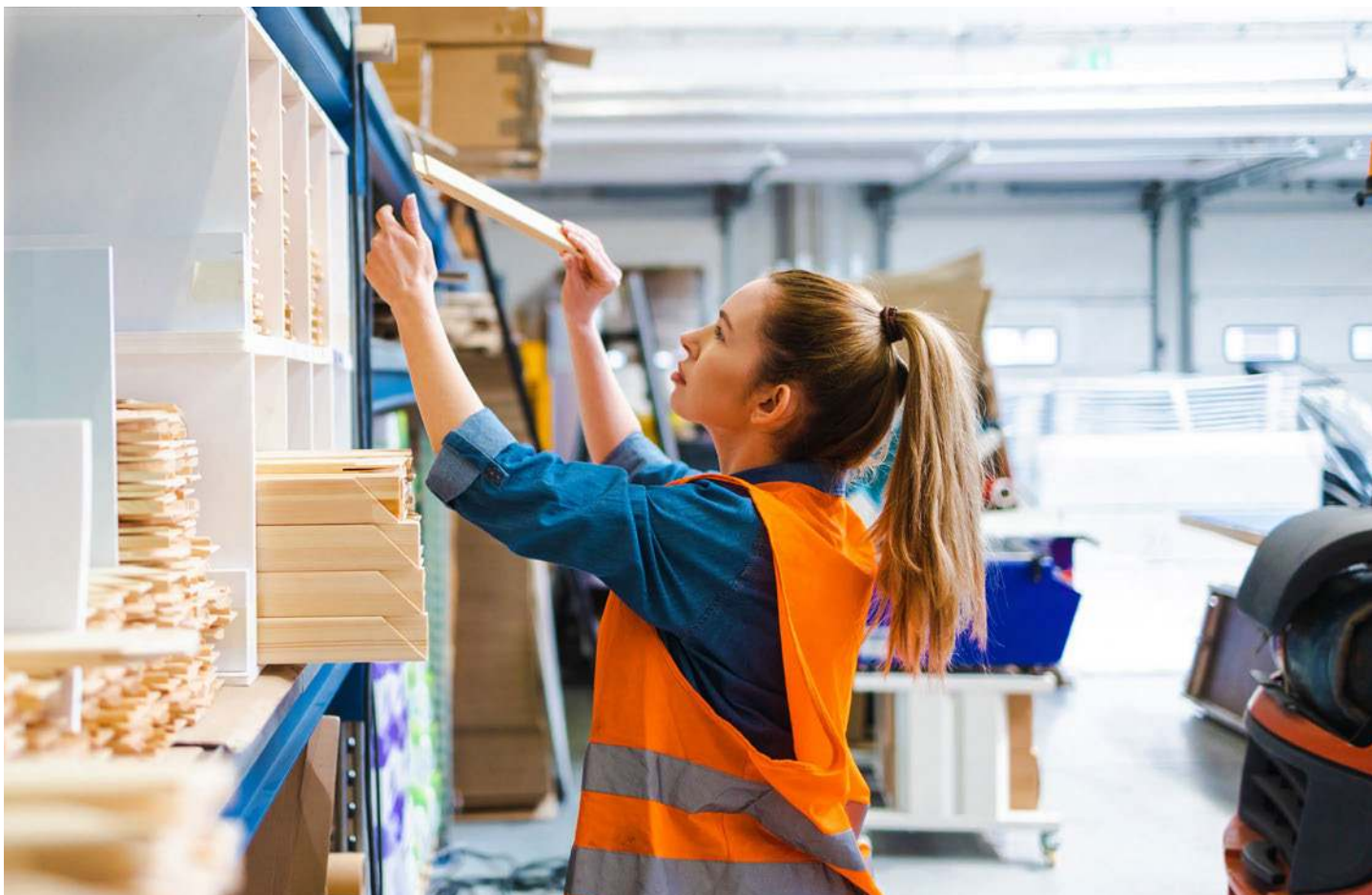
increase value. Businesses must dedicate resources and technology investment to the following areas:

- Mapping the customer experience journey and better understanding personal preferences in order to make the supply chain a competitive differentiator for the business;
- Better understanding cost dynamics and implementing key learnings from the pandemic-induced disruption of supply chains;
- Taking a fresh look at the value chain to understand what the current ecosystem looks like and what new capabilities are needed to source more efficiently, manage costs and risks, and deliver operational agility.

## Customer centricity is a balancing act

All companies want to be customer centric today but there are limits to what they can achieve – making it crucial to adopt the right strategy for a balanced and optimal approach. By trying to satisfy every customer, businesses risk high manufacturing, logistics, inventory





and customer service costs. Extreme cost consciousness, on the other hand, can lead to valuable customers being underserved by a lack of modern capabilities.

The pandemic has shown that chasing the lowest price is not necessarily the best answer for the bottom line, and that a balance between global and local supply chains can help to better manage risks, enhance resilience and improve customer service. The exponential increase in customer segments and needs cannot be addressed through a 'one-size-fits-all' operating model. The key is designing with flexibility and agility in mind.

To drive much-needed improvements, leading organizations are establishing micro-supply chains –

small operating models designed around customers rather than processes. Micro-supply chains are enabling companies to customize their products, policies and production systems and cater, as never before, to specific customer segments and preferences.

The ability to adapt and respond instantly to consumer marketplace dynamics is pivotal. Market leaders are recognizing the need to re-focus priorities if they hope to keep up with ever-evolving consumer behaviour. They are demonstrating the importance of closely monitoring consumer preferences and demands in order to remain flexible and responsive to changing market conditions. Modern supply chains are the answer.

# Upskill, reskill and automate for a new era

Limited investment in employee training and upskilling has led to a debilitating shortage of talent possessing the required skills for a new era that is technology-based and data-driven.

The supply chain of the future demands diversified skills and capabilities across the entire spectrum of roles and functions in order to power its effectiveness. Beyond acquiring professional skills to meet the needs of the digital economy, businesses also need to solve serious staffing and skills gaps in manufacturing and transportation.

Government can play a significant role to solve the labour challenge – encouraging the next generation of workers through campaigns and initiatives, including targeted immigration programs and incentives. Canada's Temporary Foreign Worker Program (TFWP) is one example of a government initiative that is helping businesses across the country by enabling Canadian employers to hire foreign nationals to fill labour shortages.

The Ontario Chamber of Commerce has suggested that reliance on temporary agency workers, part-time employees, contractors and other contingent and non-standard workers can be a positive force in enabling the kind of workplace flexibility that workers and employers need today.<sup>5</sup>

The challenge on the labour front includes the pressing need to retain talent once businesses acquire new people and skills. Modern employee experiences and workplace cultures are the order of the day as younger workers enter the workforce with clear expectations of their employers.

Businesses need to replace traditional supply-and-demand workforce forecasting with a more agile model that includes a focus on empowering employees with the right skills, organizational structure and workplace experience.

## Automation will enhance employee productivity

People and change management will need to ensure that roles are continuously evolving and adapting to changing business and marketplace needs. Modernizing supply chains will demand a new focus on solving labour shortages and skills gaps via training programs and the creation of employee experiences that enhance productivity and talent retention.

Emerging automation capabilities are providing unprecedented agility and the ability to respond in real time to ever-evolving economic conditions and immediate business needs.

As digital technologies redefine how supply chains operate – becoming more agile and eliminating traditional organizational silos – the boundary between blue- and white-collar roles and responsibilities will lose significance. Modern digital supply chains rely on human decision making that is supported by artificial intelligence and machine learning technologies, and this means creating

<sup>5</sup> <https://occ.ca/wp-content/uploads/Keep-Ontario-Working-Changing-Workplaces-Submission-Oct-13.pdf>



new roles among supply chain practitioners, including data scientists and customer experience consultants.

In addition, there is the need to enable employees to focus on more strategic, value-enhancing activities through investment in technology and automation capabilities that manage routine tasks. As leading organizations are already discovering, for example, intelligent automation can improve productivity and reduce error rates. Automation can also generate significant benefits by reshaping the supplier onboarding process and the ability to effectively monitor supply chain performance.

Changing demographics are also impacting the overall labour pool and leading organizations are already

rethinking their approach to recruiting and retaining today's ambitious younger workers via modern employee experiences. Research shows that millennials made up 35 percent of the global workforce in 2020 and that number is expected to increase to 75 percent by 2025.<sup>6</sup>

As noted, leading businesses are also recognizing the ability of micro-supply chains to enhance their agility and capabilities amid the lack of new skills in today's diminished labour market. These agile 'mini operating models' enhance service flexibility, speed, and costs, particularly as they continue to evolve using modern digital capabilities and automation.



<sup>6</sup> <https://teamstage.io/millennials-in-the-workplace-statistics/>

# Key takeaways

- Our economic growth and prosperity demand modernizing supply chains with appropriate strategies and investment.
- The status quo has become untenable amid fragile, risk-laden supply chains whose vulnerabilities have been made painfully apparent during the profound impact of the global pandemic.
- Significant new investment and close collaboration among governments and businesses have become indispensable to our economic future.
- Traditional reliance on single suppliers is an outdated approach. Leading businesses are shifting from a cost-saving 'just-in-time' approach to a risk-focused 'just-in-case' mindset.
- Leading organizations are focusing on the power of digital technology to foster a seamless flow of information across the value chain and drive data-based insights that accelerate informed decision making.
- In today's customer-centric digital economy, businesses should aim to gain both a better understanding of consumer expectations and a new focus on catering to their individual preferences and needs, leveraging omni-channel solutions that focus on integration of operations, sales and investment to modernize capabilities.
- Critical new skills and automation technologies for a new era of customer service and supply chain flexibility have become pivotal to future growth.

## How can KPMG help?

**KPMG recognizes that today's business leaders don't only need solutions, they need reliable advisors. Whatever your sector, KPMG professionals can add value in your supply chain transformation journey.**

KPMG's multi-disciplinary teams from across the global network of member firms combine deep industry expertise with an agile approach to help you unlock existing value within the enterprise and enhance your capabilities to achieve sustainable growth in the future.

KPMG can bring to bear a suite of frameworks, methodologies and tools to help you review, design and optimize your supply chain function. This includes a systematic methodology that identifies and investigates costs across the value chain.

KPMG Powered Enterprise | Supply Chain is designed to support your transformation needs and designed to address challenges such as:

- Is my supply chain initiative focused on customer experience metrics?
- Do I have visibility across my supply chain?
- How resilient is my supply chain?
- How quickly can I identify and respond to a potential supply issue?
- Do I have the necessary skills and capabilities in my supply chain organization?

### Find out more:

[Supply chain transformation](#)

[KPMG Canada \(home.kpmg\)](#)

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## About the Ontario Chamber of Commerce

Together with 157 member chambers of commerce and boards of trade and our network's diverse 60,000 members, the Ontario Chamber of Commerce (OCC) is the indispensable partner of business.

For more than a century, the OCC has undertaken important research on Ontario's most pressing policy issues, advocating for solutions that will foster the growth of Ontario businesses and lead to the creation of jobs in the province.

We support businesses of all sizes through our focused programs and services, encouraging workforce development and inclusive economic growth. This work is based on the belief that strong businesses are the foundation of a prosperous Ontario.

