

DRIVING DIGITAL PRODUCT PASSPORT COMPLIANCE

A HANDBOOK FOR BUSINESS LEADERS

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Disclosure

The **Digital Product Passport (DPP)** initiative is moving at an unprecedented rate. No compliance mandate has moved at this pace in the history of supply chain. Most companies are not aware of the magnitude of the change and, as a result, are not ready to drive adoption. The goal of this report is to improve awareness and help business leaders prepare.

Your trust is essential. To build confidence in the industry, we are open and transparent about our research processes. The background on the research process is listed in the appendix.

This research was conducted with help from Infor Nexus. All of the interviews are confidential. The findings are reported keeping the respondent and company names confidential.

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Executive Summary

In 2027, companies in eleven consumer industries must comply with the Digital Product Passport (DPP) to sell products in the European market. Making the transition is a lot like changing a tire on a moving car. The rules and definitions are in flux. Clarity is expected at the end of 2025, with mandatory compliance starting in 2027.

Despite the lack of clear guidelines, the impact on the supply chain looms large. Under the Ecodesign for Sustainable Products Regulation umbrella, the Digital Product Passport (DPP) is designed to provide consumers and trading partners easy access to product characteristics for **sustainability, circularity, and legal compliance**. The goal is consumer transparency through a QR code at the point of purchase.

The initial legislation will target compliance for eleven finished consumables: apparel and textiles, batteries, cosmetics and personal products, detergents and household products, footwear, lubricants, mattresses, textiles, tires, and toys. The pending legislation will also include seven intermediate products—aluminum, commodity chemicals, iron and steel, non-ferrous metal products, plastic and polymers, and pulp and paper.

Supply Chain Insights interviewed twenty business leaders through a series of semi-structured interviews to understand the impact. This report compares the current state to the anticipated requirements for the pending legislation while sharing recommendations. 🌱



What Is the Digital Product Passport?

Under the Ecodesign for Sustainable Products Regulation umbrella, the Digital Product Passport is designed to provide consumers and trading partners easy access to product characteristics for **sustainability, circularity, and legal compliance**. These characteristics are shared through “digital certificates.”

Today’s supply chains focus on three of the four moments of truth—demand stimulation, purchase, and usage. Most sales are based on single-use products without the brand owner’s ownership of the fourth moment of truth, disposal. This will change with the implementation of the Digital Product Passport legislation. As a result, all moments of truth will require tracking and compliance.

Demand will be stimulated by sustainability and circularity product definitions and communicated at the time of purchase. Using digital certificates and QR codes, the buyer can compare the environmental impact of the product alternatives. Product definitions change to encompass multiple use and disposal becomes the brand owner’s responsibility.

The initial legislation targets compliance for eleven finished consumables: apparel and textiles, batteries, cosmetics and personal products, detergents and household products, footwear, lubricants, mattresses, textiles, tires, and toys. The pending legislation will also include seven intermediate products—aluminum, commodity chemicals, iron and steel, non-ferrous metal products, plastic and polymers, and pulp and paper. In 2026 manufacturers will be asked to build networks based on the published requirements. During 2027 the Digital Passport requirement mandate will extend to all 27 EU member countries.

Sustainability reporting is not new, but sharing the information through a system of certificates to the consumer at the point of purchase is an important distinction and a marked change.

FOUR MOMENTS OF TRUTH IN SUPPLY CHAIN PROCESSES FOR THE BRAND OWNER



Demand. Stimulation of Demand. Market awareness and demand stimulation. Did the product make a list?



Purchase. Was the item available for purchase when the buyer wanted to buy it?



Usage. Did the product/service delight the customer?



Disposal. Sustainable management of the products’ end-of-life cycle.

Environmental impacts include but are not limited to climate change, deforestation, ecosystem conversion, pollution, loss of biodiversity/ecosystem system, changes to water availability, and land use. International standards also define social impacts on the organization’s workforce, the workforce of entities in upstream and downstream trading partners within the value chain, community members of interest, and the impact on end consumers.

Circularity reporting to the consumer is new. Today’s supply chains are linear and focused on the delivery of single-use goods. Circularity is an economic model that maximizes the life cycle of the “atoms” in the supply chain while mitigating waste. In the design of circular supply chains, there are four primary levers:

- **Regionalization.** A shift to local sources and manufacturing assets to decrease waste associated with long supply chain trade lanes and shipping. Minimization of in-transit inventories and shipping miles.
- **Product Design.** This includes designing products with longer lifecycles and products with reuse, return, and recycled components.
- **Simplification of Product Catalogs.** Reduction of the number of items carried in a supply chain to minimize cycle stock inventories, changeovers, and returns.
- **Sustainable Supply Chains.** Minimize waste in the planning/design of the supply chain in manufacturing, sourcing, and transportation.
- **De-manufacturing:** Reclaim/reuse and recycle with a focus on minimal waste at the time of disposal. ✨

A Closer Look at the Impact by Industry

The legislation is expected to start with apparel. For perspective, the global apparel market is \$1.79 trillion, accounting for 1.6% of the world's GDP. In 2024, sales in the European market were 34.1%. Category growth is 8-10%.

Today, consumerism reigns. Driven by fast-fashion market drivers, consumers bought 60% more clothing in 2024 than in 2010. Circularity is .3%.¹

Compliance requires a supply chain redesign. Supply chains are not bi-directional in meeting the DPP requirements for reuse and recycling. For example, the global textile industry produces 3.25 billion tons of sellable goods, and China, the largest textile manufacturer, represents 40% of global production. The global textile workforce includes 140 million people, with 89% working in fiber production and textile manufacturing three to five levels back in the apparel and footwear value chain. Less than 3%

of brand owners can track and trace textile products past one supply chain tier.²

Similarly, recycling in the plastics industry is also low. In 2024, over 400 million tons of plastic were manufactured, with 40% focusing on single use. Only 10% of plastic is recycled. While the plastics supply chain is shorter and more regional, less than 5% of plastics manufacturers can track and trace products through multiple supply chain tiers.

Awareness of digital product passport is low within supply chain organizations, and the gap between the current and required future state looms large. Meeting the requirements requires a redefinition of supply chain capabilities. Today, supply chains are linearly focused on delivering goods efficiently for single use. ❁

^{1 2} The Circularity Gap Report, Textiles, Circle Economy

Supply Chain Current State

In the Appendix, we share the research methodology used to conduct twenty-three semi-structured interviews with manufacturers preparing for Digital Product Passport compliance.

In summary, our interviews found low organizational awareness and preparedness of manufacturers in the face of DPP impacts. The pending compliance requires lineage on both the “*what*” and the “*where*.” The “*what*” is the level of recycled, reclaimed, or reused components requiring the redefinition of the bill of materials to accommodate controlled circularity. The “*what*” could also include lot codes, expiration dates, and open code dates. The “*where*” requires tracking source/origin by location for each step in the value chain with visibility across multiple tiers.

In the interview process, we interviewed policy experts, sustainability leaders, supply chain directors and sourcing/procurement teams. Compliance for Digital Product Passport requires collaboration and coordination across multiple

stakeholders and functions. Three of the twenty companies

interviewed had formed a cross-functional team. The most common pattern was a team of policy/legal, sustainability and procurement experts. The effort lacked the presence of marketing, R&D (product development), supply chain and Information Technology. (In the interviews, procurement did not report to the “supply chain” function.)

Most view DPP compliance through a sustainability compliance lens focused primarily on procurement. Only one company was including a focus on circularity: evaluating options for returns with distributors.

The steps being taken:

- **Tight Integration of Product** Life Cycle Management (PLM) to Enterprise Resource Planning (ERP). The response by 52% of the companies interviewed is to tightly integrate the bill of material to the item

DEFINITION

LINEAGE

In supply chain management, lineage refers to tracking and tracing of origin/destination information on product information (item definition including lot and code dates) and location (sourcing definition of the location), the total sequence of business processes that connect different entities, including suppliers, manufacturers, distributors, retailers, and customers, to deliver a product or service. Tracking lineage involves the integration of this information by trading partner across multiple tiers of supply from raw material to finished goods.

Different Roles Moving at Different Rates with Different Focus



Policy

- What does this mean?
- What will happen when?
- What are the implications?



Sustainability

- Scope 3 Emissions
- Compliance with Emerging Regulation
- Certificate Mgmt.



Supply Chain

- Return and Reclaim
- Product Definition
- Labeling & Packaging



Procurement

- Sourcing
- Mapping
- Compliance
- Supplier Development

identifier with a one-to-one relationship. *This is especially problematic because it reduces the flexibility and agility of the supply chain and the ability to use recycled and reclaimed materials or to source from additional sources of supply.*

- **GS1 Pilot Awareness.** Use of the GS1 bar code helps to reduce the manpower required in the tracking and tracing of sourcing lineage. GS1 has established a Circularity/DPP Mission Specific Work Group to ensure GS1 standards are ready for the implementation of DPP. Only one person interviewed had awareness of the GS1 work. *Use of GS1 barcodes streamlines shipping and receiving ensuring the transmittal of the right compliance data. (The compliance regulations are sure to change.)*
- **Authoritative Standards and Familiarization of Standards.** In the interviews, 40% of teams implemented DUNS number company tracking. In DPP compliance, the use of the DUNS number is useless. The reason? It is not an authoritative identifier and

tracks company level information, but not the location of shipping origin. *The implementation of DUNS numbers is of limited help in track and trace lineage.*

- **Mapping Versus Track and Trace.** Three companies had implemented track and trace systems and six companies were implementing mapping. Mapping was usually implemented by sourcing/sustainability teams without a clear definition of the distinction of the difference between the two capabilities as defined in Figure 1.

To prepare, companies must redefine supply chain flows from the channel back with a focus on circularity across the four moments of truth. This redefinition requires cross-functional input from Marketing, Product Development, Policy/Legal, Procurement, Sustainability, and Supply Chain to redefine capabilities. The innovative teams will seize this as an opportunity to grow brand through better communication with the end consumer. The laggard company will see this as a compliance initiative within a function. ❄️

Figure 1. Definition of Mapping Versus Track and Trace

MULTI-TIER MAPPING: PASSIVE/AD HOC

Identification/visualization of suppliers and their interconnected relationships within a supply chain network, from direct suppliers to sub-tier suppliers, enhances visibility, risk management, and compliance.

Approaches for mapping:

- **Data-Based Mapping Solutions:** These solutions leverage intelligence to automatically map and analyze complex multi-tier supply chain by processing large volumes of data.
- **Invite-Based Mapping:** In these solutions, companies invite suppliers to provide data about their facilities, capabilities, and certifications.

TRACK AND TRACE: ACTIVE TRACKING AND SYSTEM OF RECORD

Traceability solutions actively document lineage and chain of custody: the origin, journey, and transformation of products through a lifecycle. This includes the traceability of raw materials from the source, transformation, and distribution stages. Different regulations require different levels of traceability information.

- **Product track and trace** is the process of monitoring and recording the physical location and status of a product as it moves through the supply chain. This typically involves identifying and tracking specific product identifiers (e.g., serial numbers, log/batch IDs using data carriers RFID tags, barcodes, etc).
- **Chain of custody** refers to the documentation and process that tracks the movement, handling, and ownership of a product or material from its origin to its final destination.

Supply Chain Readiness

With the pending passage of the Digital Product Passport compliance, data sharing increases in importance. However, data is not shared very well in today's supply chains.

In the interviews, sixty percent of companies are focusing on data sharing. Compliance in tier one and tier two of sourcing is easier than tiers further back in the supply chain. Many of the solutions being adopted, especially by procurement, are woefully inadequate focusing on mapping on tier one and two. The devil is in the details. In the redefinition of supply chain processes alignment on process definitions is essential. For 95% of companies, supply chain visibility is single tier.

This redefinition is massive and a shift from traditional investment strategies. Technology investments have focused on improving enterprise efficiency in the past four decades, but over 92% of data sharing in trading partner networks is not automated using network technologies. Instead, data sharing is

dependent on email, spreadsheets, fax, paper, and webforms.³ This introduces latency and waste into the supply chain.

Many solutions, irrespective of differing capabilities, call themselves a network. Not all solutions sold as "networks" are the same. As shown in Table 1, definitions matter.

Today, most network deployments are one-to-one or one-to-many, offering single-tier connectivity to improve supply reliability. The concept of business networks enabling many trading partners to inter-operate with many trading partners in multi-tier relationships is quite new. For clarity, Figure 2 depicts one-to-one, one-to-many, and many-to-many architectures. In the drawing, imagine that each circle is a trading partner and that the lines represent business flows. Most networks need to automate nine-to-ten flows: quality control data, purchase order insights, invoicing workflow, shipment information status, raw material availability/accounting, perpetual inventory status,

Table 1. Definitions

Business Network	One-to-one	Closed network based on onboarding permissions	Onboarding Mapping Data Movement Delivery Analytics
Value-Added Network (VAN)	One-to-one	Closed network requiring authentication	Onboarding Mapping EDI encryption Data Movement EDI decoding Delivery Analytics
Marketplace	Many-to-many	Open network for sharing across multiple parties	Catalogs of goods and services in an open market with a focus of buying and selling goods as a transaction
Supply Chain Operating Network	One-to-many or many-to-many	Permission-based sharing of data and processes based on trading partner definitions	Trading Partner Onboarding Mapping Data transformation based on process conicals using a multi-tier data model Data Movement Delivery Analytics
Enterprise Advanced Planning Solutions	Enterprise optimization	Optimization within the enterprise	Four-wall optimization in demand and supply planning. Many deployments add portal strategies to advanced planning and call them a network. For the purposes of this initiative, this is not considered a network.

³ Supply Chain Insights, Contract Manufacturing, the Value of a Network-based Approach, <https://online.flippingbook.com/view/607863239/>, January 5, 2025

manufacturing scheduling changes, available capacity, and forecast sharing.

The functionality of a supply chain operating network simplifies the mapping and onboarding for one-to-many networks. The value proposition is simple. A Supply Chain Operating Network improved bi-directional flows reduces process latency, eliminates black holes, serves as a system of record, and streamlines/improves specific processes like multi-tier sourcing or transportation. In Figure 3, we share an image depicting a Supply Chain Operating Network.

Today, 90% of brand owners and contract manufacturers are required to adopt DPP guidelines in the first wave depend on communication through email and spreadsheets. These flows are one-to-one, focused on sharing a singular flow of information, and lack a system of record. The average time to implement a network depends on size and scope but takes months to years. The biggest hurdle is supplier onboarding and working with the network providers.

Barriers

- Organizational awareness.
- Cost to recycle.
- Reclamation process definitions.
- First and second-tier supplier data is more manageable than third through fifth.
- How do we best manage the digital certificates?
- Lack of clear definitions for compliance.
- Fit of current solutions.
- Willingness of suppliers to share data.
- Workload.

As a result, network investments and implementations should start in 2025 to ensure preparedness..

[Electronic Data Interchange \(EDI\)](#) is also used. An EDI signal is like old-fashioned mail. EDI, the industry's workhorse, is expensive and linear (not bi-directional). Each document requires opening before usage. The research shows that 51% of brand owners augment email and spreadsheet communication with EDI processing. EDI automation will be of little help in the implementation of DPP compliance.

Automation is an opportunity. Only 8% of trading partner flows in the manufacturing networks tapped to be in the first phase of Digital Product Passport compliance moves through

an automated Supply Chain Operating Network. Using a Supply Chain Operating Network to synchronize multiple flows through bi-directional communication is a requirement for DPP compliance. 🌟

Figure 2. Types of Business Networks

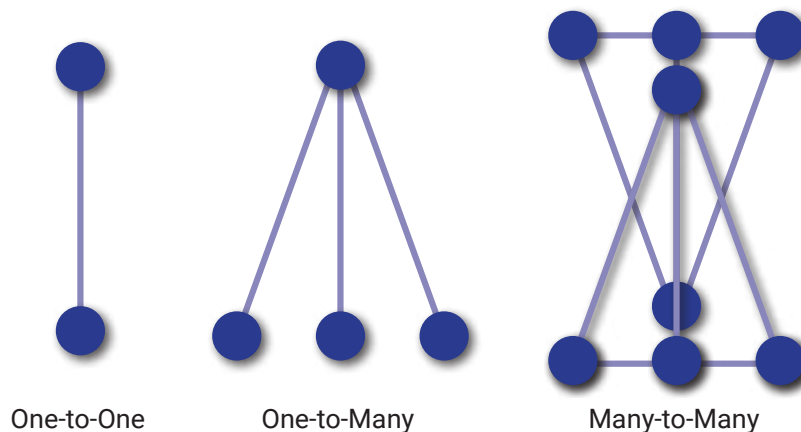
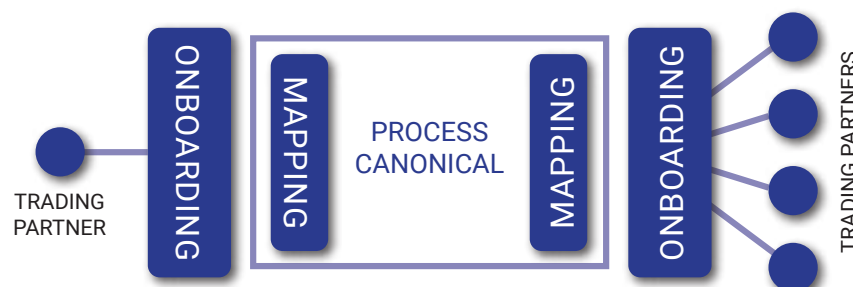


Figure 3. Definition of a Supply Chain Operating Network for a One to-Many Relationship



The Promise of a Network Is More Than Visibility

Network enablement and supply chain visibility concepts may sound interchangeable for a business leader beginning the journey. However, the value of a Supply Chain Operating Network is much more than visibility. DPP requires bidirectional process flow and optimization. To understand the concepts, we must first define visibility.

As shown in Figure 4, the term “*visibility*” also has many definitions. Supply chain leaders inherently know they need greater visibility, but the conversations between buyers and sellers spin due to a lack of definitional alignment and agreement. Most current visibility solution deployments focus on singular flows, such as transportation, quality information, or purchase order status. ❄️

Figure 4. Supply Chain Visibility Gaps



Source: Supply Chain Insights LLC, Redefining the Supply Chain Response Study

Q23. How effective would you rate your company on visibility?

Q24. How important would you rate visibility capabilities for your company?

Network Automation: Why Does it Matter?

This may lead you to ask, if the value is so compelling, why is only 8% of synchronized communication between trading partners moving through a Supply Chain Network Operating system? The synchronization of multiple flows with a system of record for track and trace will not come from ERP providers, supply portals, EDI exchange methods, or collaborative business data exchanges.

The reason is more evident when you consider the value propositions stemming from Figure 5 relevant to DPP compliance:

QR Code Visibility of Supply Chain Impact on the Planet.

Customers of brand owners want to know the origin and processing of materials. Network enablement is required to show where and under what conditions the product was manufactured to accomplish the goal of a QR scan at the shelf.

Prevention of Counterfeit Goods.

Network enablement and authoritative identifiers help prevent counterfeit

Bullwhip Effect

The signal distortion of channel requirements as an order moves upstream from the selling channel, through manufacturing to a supply node. In each stage, the requirements increase in amplitude and variability

goods. Lineage and track-and-trace capabilities are the cornerstones of a safe and secure supply chain. They are essential for DPP compliance.

Improving Time-to-Market for New Products.

Improving data flow to contract manufacturers reduces waste and improves cycles to get products to market. In addition, the complexity of the shifts in the bill of material for circularity

requires bi-directional flows with minimal latency to streamline communications and minimize waste.

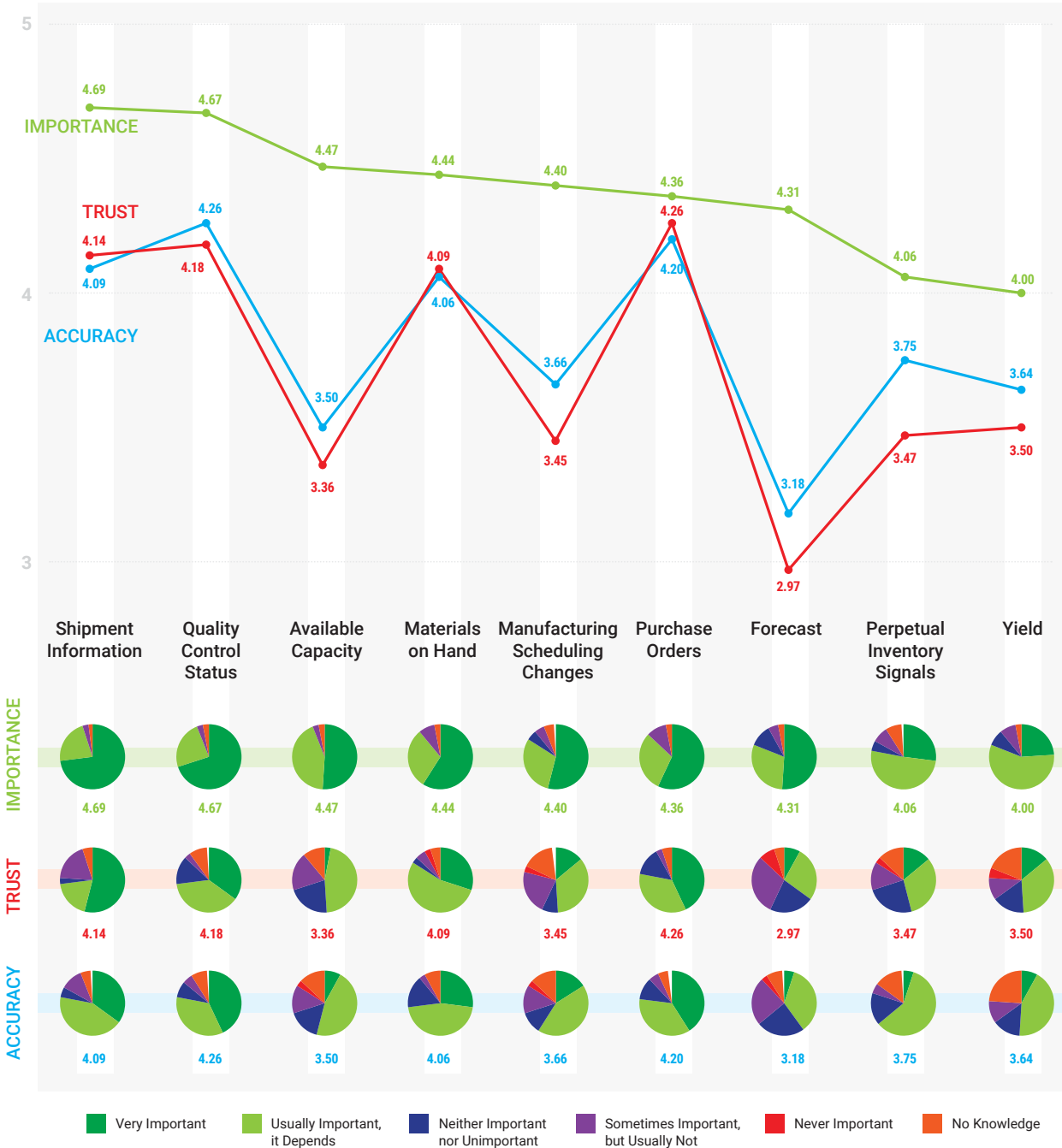
Minimizing the Waste from the Bullwhip Effect.

Improving data latency reduces the number and severity of black holes. Better data sharing reduces the supply cycle, decreases the bullwhip impact, and reduces waste.

Without network automation, latency in the network increases waste and decreases visibility. ❄️

Information Flow: Improving Visibility and Decreasing Data Latency	
Visibility of Shipment and Quality Information	Reduction of 1.5 days per tier
Manufacturing Schedule Changes	Reduction of 2 days per tier
Perpetual Inventory On-hand Information Including Waste for Landfill	Reduction of 2.5 days per tier

Figure 7. The Trust, Accuracy, and Importance of Nine Process Flows for Brand Owner Interaction with Contract Manufacturers



Source: Supply Chain Insights 2024
 Q11. Which set of descriptors best describes your supply chain currently?

Recommendations

Using a cross-functional team, start the redesign of the supply chain from the channel back. Focus on the goal of improving customer intimacy and streamlining flows to reduce waste and improve the four moments of truth. Action items include:



Structured Training on Digital Product Passport to Drive Understanding. Build education for all teams and update the organization on the definition of compliance at least twice a year.



Educate the Team on the Importance and Adoption of Standards. Standards are a necessary evil to streamline information. However, do not get caught in religious arguments on which standards

to use. Build ontological frameworks to ensure compliance with all industry-relevant standards. Customer-centric supply chains should adopt the GS-1 bar coding standards to streamline receiving. Build the Standards definitions to focus on both the “what” and the “where” of supply chain flows.



Implement Track and Trace. Bi-directional flows and data sharing is an essential re-requisite for DPP compliance. To meet the 2027 compliance date, companies should invest now to onboard and educate suppliers to onboard and share data.



Build a Supplier Development Team. Data sharing requires trust and clear definitions. Neither is easy. A supplier development team helps to streamline communication, work with suppliers on the

adoption of practices for DPP compliance, and clarity on data sharing definitions. The human element of data sharing is the long pole in the tent. Invest now to build an program office to improve multi-tier data sharing.



Automate the Network Outside-in. Traditional IT investments are inside-out with a focus on Enterprise Resource Planning (ERP). Successful network implementations are outside-in with a

focus on decreasing the latency and improving interoperability across tiers. Work with IT to catalogue certificates for both the “what” and “where” for each line item for each shipment across each tier.

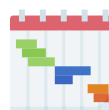


Redefine Product Bill of Materials to Enable Circularity. Redefine product bill of materials to enable circularity. Design the process to improve

agility between PLM and SCM technologies/ definitions. In the process, design and implement bi-directional orchestration to enable material substitution and sourcing changes.



Reduce Product Complexity. Adoption of the DPP standards will require work. The greater the complexity in the product catalogue the more exponential the work effort.



Prepare for the Long Haul. The standards for compliance will evolve dynamically overtime. This work is not a short-term project. ❄️

Summary

The Digital Product Passport is a step change in thinking for supply chains that can improve customer intimacy and environmental impact. Don't underestimate both the work and the opportunity. Start now and evolve. Focus first on ensuring organizational alignment to a clear vision. ❄️

Methodology

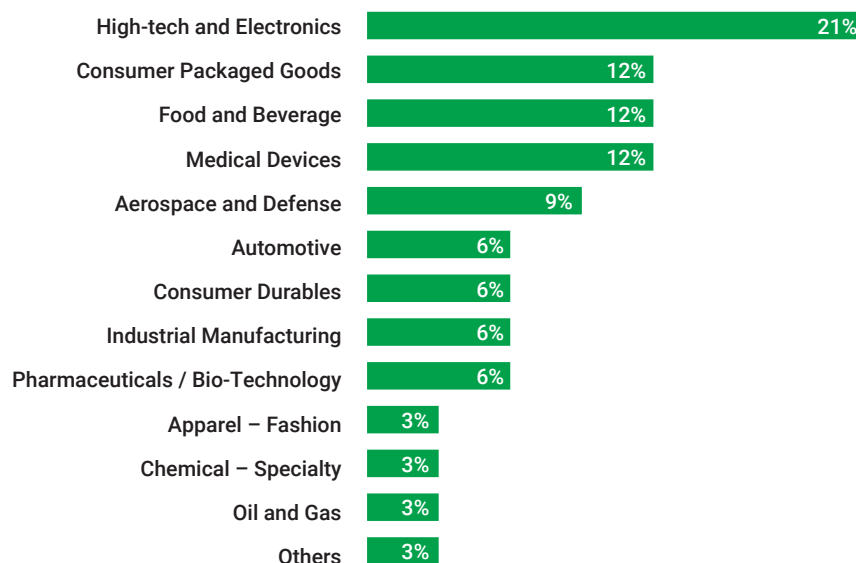
To prepare this report, Supply Chain Insights interviewed twenty companies on their current state of DPP compliance. These semi-structured one-hour qualitative interviews included the questions of:

- Are you familiar with the concept of the digital product passport? European Green Deal? (Rate 1-7 with one being low familiarity and seven being high familiarity) On a similar scale, how aware is your organization of the implications of this legislation?
- Describe your role
- Are you tracing materials today? If yes, how? On a scale of 1-7 how effective is it?
- Have you adopted the GS-1 standards? Thoughts?
- What do you see as barriers?
- How can technology help?
- Are you tracing materials today? If yes, how? On a scale of 1-7 how effective is it?
- To drive compliance, what technologies are you looking to implement?

- How are you capturing product environmental data from suppliers, and how/where are you storing it? What percentage is self-reported?
- How do you capture certificate data for products & suppliers today, and where do you store it?
- Rank your maturity level a scale of 1-5 for each of the following (1 being not at all effective and 5 being very effective):
 - Mapping and tracing materials past tier 2 or 3 (for specific materials)
 - Lot tracing/ Serialized item tracing
 - Collecting ESG data from suppliers
 - Managing material certificates (tracking usage, etc.)
 - Labeling items (with QR or other codes)
- Lastly, anything that I did not ask that you want to share?

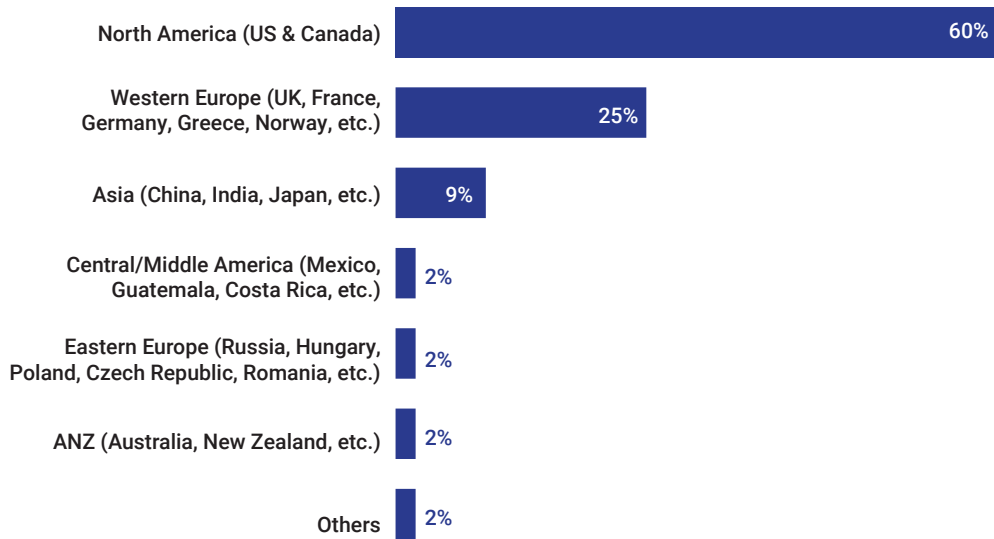
This data was combined with earlier research on supply chain network adoption based on a quantitative study using LinkedIn followers as a panel group. ❄️

Figure A. Industry Representation of Respondents



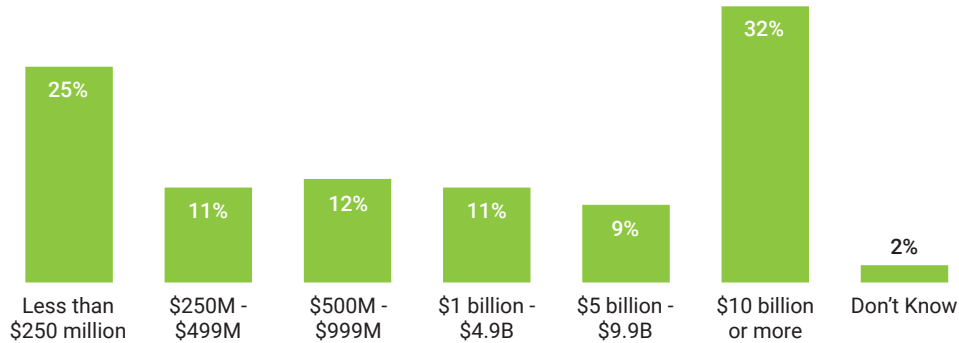
Source: Supply Chain Insights 2024
Q9. Which industry grouping best defines your company?

Figure B. Geography



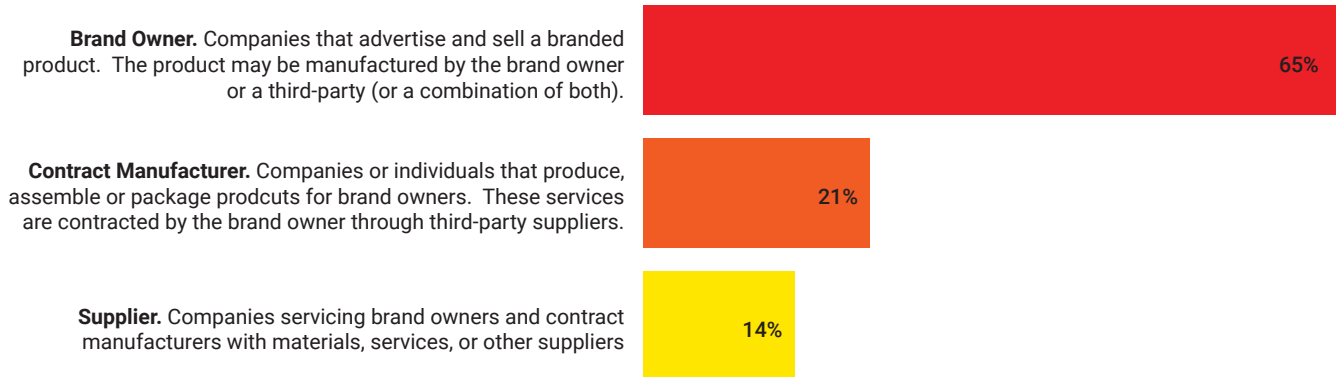
Source: Supply Chain Insights 2024
 Q73. In what region of the world are you personally based (physically located) at this time?

Figure C. Revenue



Source: Supply Chain Insights 2024
 Q74. Finally, approximately, what was the last fiscal year revenue for your entire company?

Figure D. Most Familiar Role



Source: Supply Chain Insights 2024
 Q3. If you participate in multiple roles, select the one that you are the most familiar with.

Resources

References for additional insight:

JRC Final Study on Sustainable Products: <https://publications.jrc.ec.europa.eu/repository/handle/JRC138903>

EU COM Call for Evidence on DPP: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/14382-Digital-product-passport-rules-for-service-providers_en

CEN/CENELEC Standardization bodies: <https://www.cencenelec.eu/>

Definitions

ALE: Authority Legal Identifier based on registration of business entities, locations, and trading partners.

Climate Disclosure Standards Board (CDSB): The first CDSB Framework, the Climate Change Reporting Framework, was released in 2010. The framework for reporting environmental and social information was released in 2022.

Ecodesign for Sustainable Products Regulation (ESPR): The legislative body driving the DPP regulations.

GS1: GS1 is a not-for-profit, international organization developing and maintaining its own standards for barcodes and the corresponding issue company prefixes. The best known of these standards is the barcode, a symbol printed on products that can be scanned electronically.

GTIN: GTIN stands for Global Trade Item Number. A GTIN is a GS1 identification key used to identify a trade item, which can be a product you sell or service you offer in an online marketplace listing or brick-and-mortar store.

QR Code: QR codes are used in a much broader context, including both commercial tracking applications and convenience-oriented applications aimed at mobile phone users (termed mobile tagging). QR codes may be used to display text to the user, to open a webpage on the user's device, to add a vCard contact to the user's device, to open a Uniform Resource Identifier (URI), to connect to a wireless network, or to compose an email or text message. In DPP, a QR code is designed to communicate sustainability and circularity information to the buyer.

About Supply Chain Insights

Supply Chain Insights is an analyst firm focused on helping business leaders understand the future of supply chain management. To drive companies to think differently and drive better outcomes, Supply Chain Insights publishes open content and collaborates with technology providers to help them better understand and position new solutions in the emerging market.



About Lora Cecere



Lora Cecere (Twitter ID @lcecere) is the Founder of Supply Chain Insights LLC and the author of the popular enterprise software blog Supply Chain Shaman, which 28,000 supply chain professionals currently read. She also writes as a LinkedIn Influencer and contributes to Forbes. She has written thirteen books and regularly publishes a monthly newsletter on LinkedIn for over 110,000 subscribers.

With over eighteen years as a research analyst, first with AMR Research, Altimeter Group, and Gartner Group and now as the Founder of Supply Chain Insights, Lora understands supply chain management. She has worked with over 1200 companies on their supply chain strategy and is a frequent speaker on the evolution of supply chain processes and technologies.

