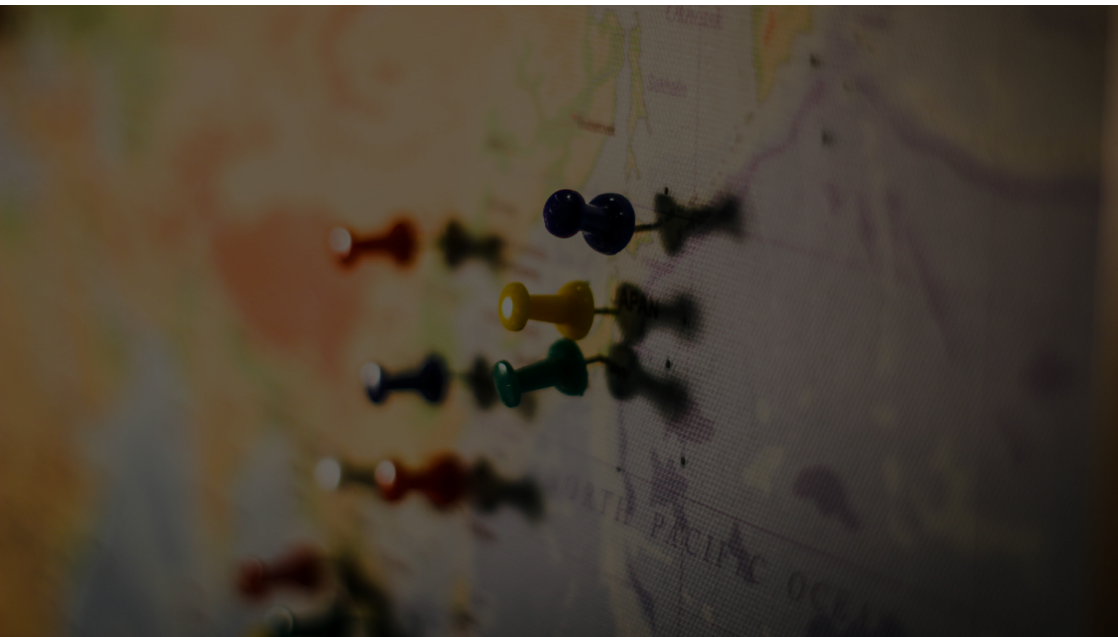


Multi-Sourcing



Multi-Sourcing

Reducing dependencies by sourcing from multiple suppliers and regions.

Benefits

- Dependence on individual suppliers and regions is reduced.
- Greater bargaining power through supplier competition.
- Faster adaptation to changes in demand or the market.

Risks

- Increased complexity in coordination and quality management
- Additional costs due to more interfaces and logistics expenditure

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Collaboration and Ecosystem Building

Collaboration and Ecosystem Building

Building strong partnerships to improve resilience, trust, and competitiveness.

Benefits

- Joint problem-solving and resource sharing increase flexibility.
- Lower transaction and switching costs thanks to long-term relationships.
- Higher product quality and competitiveness are achieved through transparency/trust.

Risks

- Risk of dependency on specific partners or ecosystems.
- Potential for conflicts of interest and slower decision-making in networks.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Total Cost Optimization (TCO)

Total Cost Optimization (TCO)

Managing costs across the entire supply chain to unlock long-term value, resilience, and sustainability.

Benefits

- Improved efficiency by reducing bureaucracy and waste.
- Hidden savings through fewer failures, lower energy use, and stable flows.
- Financial flexibility to invest in resilience and sustainability.

Risks

- Complexity in measuring and allocating true total costs.
- Risk of overlooking short-term pressures while focusing on long-term value.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Risk Analysis

Risk Analysis

Identifying and assessing risks to design effective mitigation strategies and ensure long-term supply chain performance.

Benefits

- Better decision-making through clear visibility of risks and impacts.
- Increased resilience via contingency plans, buffers, and redundancies.
- Long-term protection by anticipating disruptions and learning from past events.

Risks

- High resource requirements for ongoing monitoring and analysis.
- Risk of false security if assessments are incomplete or outdated.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



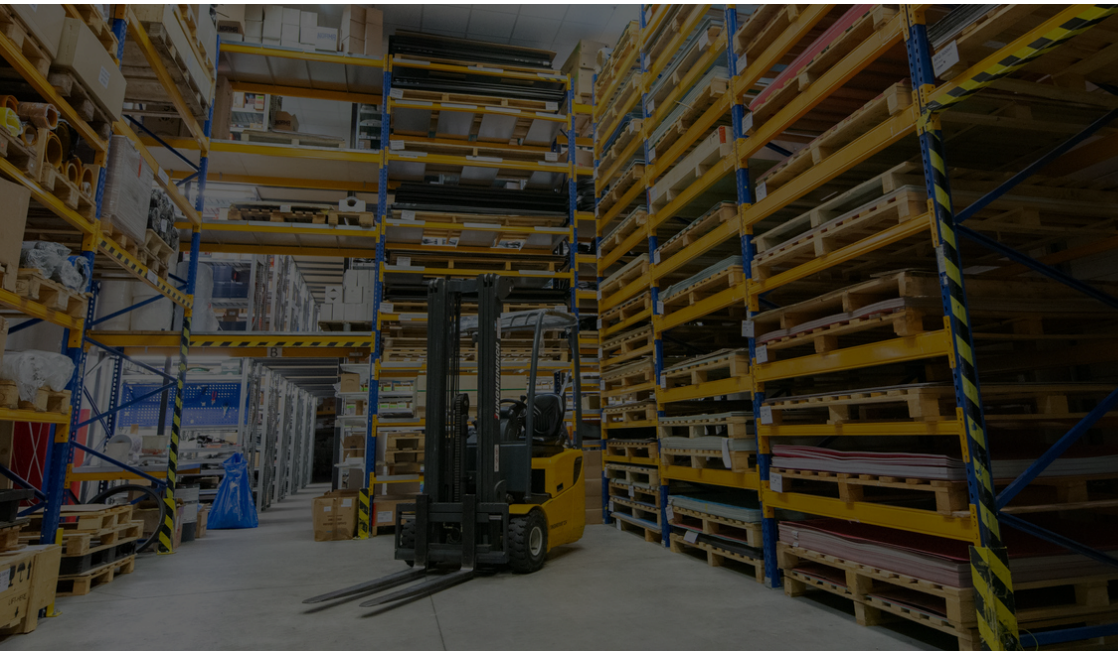
Resilience



Sustainability



Inventory Management Strategies



Inventory Management Strategies

Balancing stock levels to optimize costs, service quality, and resilience.

Benefits

- Joint problem-solving and resource sharing increase flexibility.
- Lower transaction and switching costs thanks to long-term relationships.
- Higher product quality and competitiveness are achieved through transparency/trust.

Risks

- Risk of dependency on specific partners or ecosystems.
- Potential for conflicts of interest and slower decision-making in networks.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability



Supplier Relationship Management (SRM)



Supplier Relationship Management (SRM)

Managing supplier interactions strategically to build long-term value and trust.

Benefits

- Increased reliability and reduced risks through transparent, trust-based relationships.
- Joint innovation and quality improvements with strategic suppliers.
- Fairer cost and profit structures across the supply network.

Risks

- Dependence on key suppliers may reduce flexibility.
- Risk of higher costs and effort to maintain deep partnerships.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability



Goal Prioritization



Goal Prioritization

Defining and communicating priorities to guide consistent decisions.

Benefits

- Strategic alignment of sourcing, production, and logistics decisions.
- Conscious handling of trade-offs instead of ad-hoc compromises.
- Stronger organizational culture through clear, shared objectives.

Risks

- Risk of rigidity if priorities are not regularly reviewed and adapted.
- Potential misalignment if stakeholder expectations are overlooked.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability



Transparency among Stakeholders



Transparency among Stakeholders

Creating openness across the supply chain to build trust, meet compliance needs, and support sustainable development.

Benefits

- Easier compliance and audit processes through shared data and visibility.
- Stronger employee engagement by addressing the need for purpose and meaning.
- Win-win outcomes through jointly defined transparency goals.

Risks

- Supplier concerns about disclosing sensitive information/losing competitive advantage.
- Risk of reduced collaboration if transparency is perceived as one-sided or coercive.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Price Compromises & Behavioral Shift

Price Compromises & Behavioral Shift

Shaping consumer behavior by communicating value and testing willingness to pay for more sustainable products.

Benefits

- Stronger acceptance of sustainability initiatives through clear benefit communication.
- Market insights gained by testing willingness to pay with small-scale launches.
- Opportunity to gradually shift consumer expectations and norms.

Risks

- Risk of consumer resistance if price increases are not matched by perceived value.
- Potential loss of competitiveness if higher prices are introduced too broadly/quickly.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability



Corporate Social Responsibility (CSR)



Corporate Social Responsibility (CSR)

Embedding sustainability and social responsibility into strategy and culture to strengthen reputation and long-term value.

Benefits

- Stronger corporate culture by rooting sustainability at the executive level.
- Increased reputation and stakeholder trust through visible CSR initiatives.
- Competitive differentiation when durability & responsibility align with brand positioning.

Risks

- Risk of “greenwashing” if CSR is not backed by real actions.
- Potential misfit if initiatives are not aligned with market context or core strategy.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Consumer Information & Transparency

Consumer Information & Transparency

Using clear communication to position sustainability and durability as premium attributes that align with company values.

Benefits

- Stronger brand positioning by making sustainability a key selling point.
- Increased consumer trust through alignment of values and company philosophy.
- Ability to charge premium prices by framing durability as added value.

Risks

- Risk of consumer skepticism if claims are not substantiated.
- Potential backlash if communication outpaces actual performance.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Financing and Budgeting

Financing and Budgeting

Managing investments and cash flows to balance short-term constraints with long-term resilience and sustainability gains.

Benefits

- Clearer ROI through separation of one-time investments and ongoing costs.
- Improved financial control with cash flow analysis and KPI tracking.
- Stronger long-term competitiveness by quantifying the cost of inaction.

Risks

- Short-term financial burdens if investments are not phased or budgeted smartly.
- Risk of underestimating hidden costs or overestimating future savings.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Flexibility



Flexibility

Designing supply chains with adaptable capacity, technology, and workforce structures to respond quickly to change.

Benefits

- Clearer ROI through separation of one-time investments and ongoing costs.
- Improved financial control with cash flow analysis and KPI tracking.
- Stronger long-term competitiveness by quantifying the cost of inaction.

Risks

- Short-term financial burdens if investments are not phased or budgeted smartly.
- Risk of underestimating hidden costs or overestimating future savings.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Efficiency Improvements

Efficiency Improvements

Optimizing processes and resources to increase output, reduce waste, and strengthen performance in crises.

Benefits

- Higher production capacity during disruptions through more efficient processes.
- Cost savings and lower environmental footprint.
- Greater stability and competitiveness through connected production lines.

Risks

- Upfront investment costs for process optimization and new technology.
- Risk of reduced flexibility if efficiency measures create overly rigid systems.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Continuous Planning Optimization

Continuous Planning Optimization

Using data-driven planning and collaboration to boost productivity, accuracy, and resilience across the supply chain.

Benefits

- Increased productivity through smarter use of machines, personnel, and resources.
- Improved accuracy with data, pattern recognition, and AI-based planning tools.
- Stronger collaboration/alignment with suppliers/customers on demand and priorities.

Risks

- Risk of complexity if planning systems become overly data-dependent.
- Potential inefficiencies if redundant planners are not effectively re-qualified.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Nearshoring

Nearshoring

Building regional hubs close to demand and suppliers to cut costs, shorten lead times, and reduce global transport risks.

Benefits

- Lower transport costs and shorter lead times through local-for-local production.
- Reduced risk exposure by avoiding long and vulnerable global routes.
- Stronger collaboration with regional suppliers and logistics partners.

Risks

- Potentially higher production costs compared to offshore sourcing.
- Potential disadvantages for suppliers and partners in the Global South.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Decentralization

Decentralization

Balancing centralization and diversification by distributing inventory and operations to reduce bottlenecks and dependencies.

Benefits

- Lower supply risk by spreading inventory across regional providers.
- Increased resilience through reduced dependency on single sites.
- Faster local responsiveness in case of disruptions.

Risks

- Higher costs due to duplicated structures and inventories.
- Risk of inefficiencies if coordination between sites is weak.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability



PRODUCT BRIEF

ArtFlow – The Ultimate Creative Playground

Overview

ArtFlow is a cutting-edge digital art app designed for creators of all skill levels to easily design, edit, and share custom digital artwork. Whether you're a professional artist, a hobbyist, or just someone who loves to experiment with visual storytelling, ArtFlow provides an intuitive yet powerful platform to bring your creative ideas to life.

With a sleek interface, AI-powered tools, and a vibrant community, ArtFlow empowers users to push artistic boundaries.

Key Features

Intuitive Digital Art Tools

- Customizable brushes, pens, and erasers
- Layer-based editing with masks
- Smart color palettes with suggestions

AI-Enhanced Creativity

- AI-powered sketch and background generation
- Smart background removal
- Style transfer to app

Interactive Collaboration

- Real-time co-creation
- Work on projects with friends
- One-click social media sharing
- Built-in community

Seamless Connectivity

- Cloud sync across devices
- Offline mode for sketching
- Apple Pencil & M1/M2 support

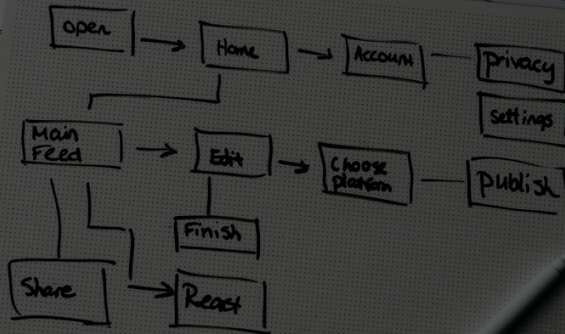
Inspiration & Community

- Step-by-step tutorials
- Curated challenges
- Artist spotlight

Target Audience

- Digital artists
- Content creators
- Casual users

USER GOALS



Internal Structure and Responsibilities

Internal Structure and Responsibilities

Designing clear structures and making strategic in-/outsourcing decisions to improve cost, quality, and transparency.

Benefits

- Higher transparency through shopfloor management and KPI tracking.
- Better performance when insourcing yields superior cost, quality, or speed.
- Stronger alignment of human capital with strategic goals.

Risks

- Risk of inefficiency if internal structures are not well managed.
- Higher costs if insourcing is pursued without thorough analysis.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Order Consolidation

Order Consolidation

Grouping shipments and routes to optimize volume, reduce costs, and improve resource efficiency.

Benefits

- Lower transport costs and emissions through bundled shipments.
- More efficient use of logistics capacity and fixed routes.
- Increased awareness in teams that speed is not always the best option.

Risks

- Risk of slower delivery times compared to express shipments.
- Possible customer dissatisfaction if speed expectations are not managed.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Integrative and Conscious Decision-Making

Integrative and Conscious Decision-Making

Making transparent decisions by considering all aspects, engaging stakeholders, and evaluating feasible options.

Benefits

- Stronger stakeholder alignment through inclusive planning processes.
- Increased trust via transparency in decisions and trade-offs.
- Tailored solutions by calculating feasible options for each customer.

Risks

- Slower decision-making due to extensive stakeholder involvement.
- Risk of complexity if too many perspectives are not effectively consolidated.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability



Long-Term Planning



Long-Term Planning

Securing stability and efficiency through early scheduling, clear communication, and long-term contractual arrangements.

Benefits

- Greater reliability by defining direct vs. consolidated deliveries in advance.
- Stability through long-term service contracts with key partners.
- Improved cash flow via negotiated payment terms.

Risks

- Risk of inflexibility if contracts or plans become outdated.
- Potential disadvantages if long-term commitments reduce market agility.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Data Analytics

Data Analytics

Using data and KPIs to optimize inventory, improve decision-making, and dynamically manage supply chains.

Benefits

- Reduced waste by detecting forgotten stock and redundant reorders.
- More accurate planning through dynamic adjustment of upper and lower stock limits.
- Stronger decisions supported by quantitative inventory and cost analyses.

Risks

- Dependence on reliable IT systems and data quality.
- Risk of misinterpretation if analyses are not properly contextualized.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience

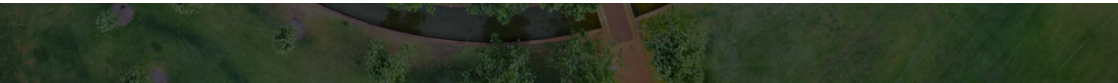


Sustainability





Circular Economy & Waste Management



Circular Economy & Waste Management

Reducing waste and creating value by extending product life cycles, recycling, and proactive sales strategies.

Benefits

- Lower waste through early sales strategies before expiration dates.
- Added value from recycling and reusing products with short or exceeded shelf life.
- Better planning with expiration tracking and batch control in master data.

Risks

- Higher coordination costs with recycling partners and secondary channels.
- Risk of reputational damage if waste is not managed transparently.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability





Supply Chain Forecasting

Supply Chain Forecasting

Improving accuracy and stability through structured scheduling, competence centers, and integrated leftover management.

Benefits

- Higher planning accuracy with frozen zones and fixed scheduling periods.
- Stronger expertise via dedicated Centers of Competence for demand forecasting.
- Reduced waste and inefficiencies by linking leftover management with forecasting.

Risks

- Risk of rigidity if frozen zones limit short-term flexibility.
- Potential inaccuracies if forecasting models are not continuously updated.

Which of your trade-offs could be solved by multi-sourcing?

Efficiency



Resilience



Sustainability

