

CPG Executive Brief

When supply chain risk hits the shelf

In Sphera's **2026 Supply Chain Risk Report**, respondents from consumer-facing companies link supply chain risk to product shortages, quality issues, and reputational damage.

Here's what CPG leaders report:



Rising Disruptions

Delivery and quality disruptions continue to rise, increasing the likelihood of stockouts and substitutions.

89% Report operational or financial losses due to supply chain disruption in the last 12 months.

Lacking Engagement

Supplier engagement is frequently cited as one of the biggest barriers to effective risk response.

71% Cite challenges with supplier engagement and collaboration.

Delayed Insights

Speed of insight is critical, as risk escalation can quickly become visible to customers and regulators.

77% Take more than a day and up to a week to complete pre-decision risk assessments.

What this means for CPG

For CPG organizations, managing supply chain risk isn't just an operational consideration. Disruption often translates into lost sales, customer dissatisfaction and brand damage, especially when upstream issues surface publicly.

Where traditional approaches break down

Survey responses indicate that:

- + **Tier-1 visibility alone** does not capture brand-critical upstream risks.
- + **Manual supplier engagement** does not scale across large, fragmented ecosystems.
- + **Risk insight often arrives too late** to prevent customer-facing impact.

How leading CPG organizations are responding

CPG respondents increasingly emphasize:



Faster, automated risk summaries to support timely executive decisions.



Upstream visibility focused on high-impact categories and suppliers.



Scalable supplier engagement approaches that improve responsiveness without manual overhead.

Result: When companies make these investments, risk management becomes brand protection.

Get the full story.

[Download Sphera's 2026 Supply Chain Risk Report](#)