

REPORT

Traceability:

a global snapshot of the food
industry's digital evolution

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The big question & how we answered it

In February 2024, The European Commission **received a letter** from an industry organisation representing 90% of the European coffee trade. The contents voiced the body's concerns about the fast-approaching EUDR regulations coming in December.

Lack of understanding around how supply chains work – and in fact not enough digital solutions being in place – were cited as reasons the industry wasn't ready to adopt the new regulations.

It was a fascinating insight into an industry that has been asked to reconsider its relationship with traceability for some time.

An industry that, when we asked, overwhelmingly stated that it considered itself ready for EUDR – at least in the UK.

So, with different regulations and legislations rolling out across the globe – from FSMA 204 in the US to EUDR in Europe – why does the food sector still feel conflicted about integrating supply chain transparency into its daily processes? That's the question we wanted to get to the bottom of, so we surveyed 500 industry

professionals across the US and the UK and asked them five big questions about traceability.

Our series of questions touched on food safety, digital adoption, and of course traceability to gauge the blockers holding them back, and to assess both how ready businesses feel and in reality, how prepared they truly are.

We also got input from five industry experts, who specialise in food supply chain traceability, to gain their added insight about our survey findings.

Here are the results. ¹

1. The research was conducted by Censuswide with 500 senior level people working in companies with 100+ employees with a revenue of £10M+ / \$10M+ within the food industry in the UK and USA (aged 18+) between 12.03.2024 - 18.03.2024. Censuswide abide by and employ members of the Market Research Society which is based on the ESOMAR principles and are members of The British Polling Council.

Introducing our industry experts



TOM HOLLICK
GROUP FORESTS MANAGER
TESCO



MARK EARNEST
VICE PRESIDENT OF QUALITY ASSURANCE
CAPTAIN D'S



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FORMER VICE PRESIDENT,
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FOODS CONNECTED

Why traceability, why now

The **Food Standards Agency** defines traceability as

“ the ability to trace and follow a food, feed, food-producing animal or substance.

But what began as a need to trace and track products for our food security, has evolved to include supply chain mapping, sustainability and a wider 360-degree supplier compliance discussion.

65% of consumers say their desire to live a healthier, more sustainable life is informing their spending choices according to the **World Economic Forum** – and to do this they expect transparency in their product journeys.

But traceability isn't just about the then and now – it is also about the future of food. We are on the precipice of some of the most monumental changes to the sector since the industrial revolution – and traceability is part of that; a vital building block in the sector's full transition to Industry 4.0.

If we want to make the food supply chain safer, more efficient, and more resilient, as we fight to feed future generations, then we need to make traceability a priority now.

The benefits of an efficient traceability strategy

No wonder then that traceability is becoming a larger part of the everyday conversation in the food industry – one businesses cannot ignore if they want to remain successful in the marketplace.

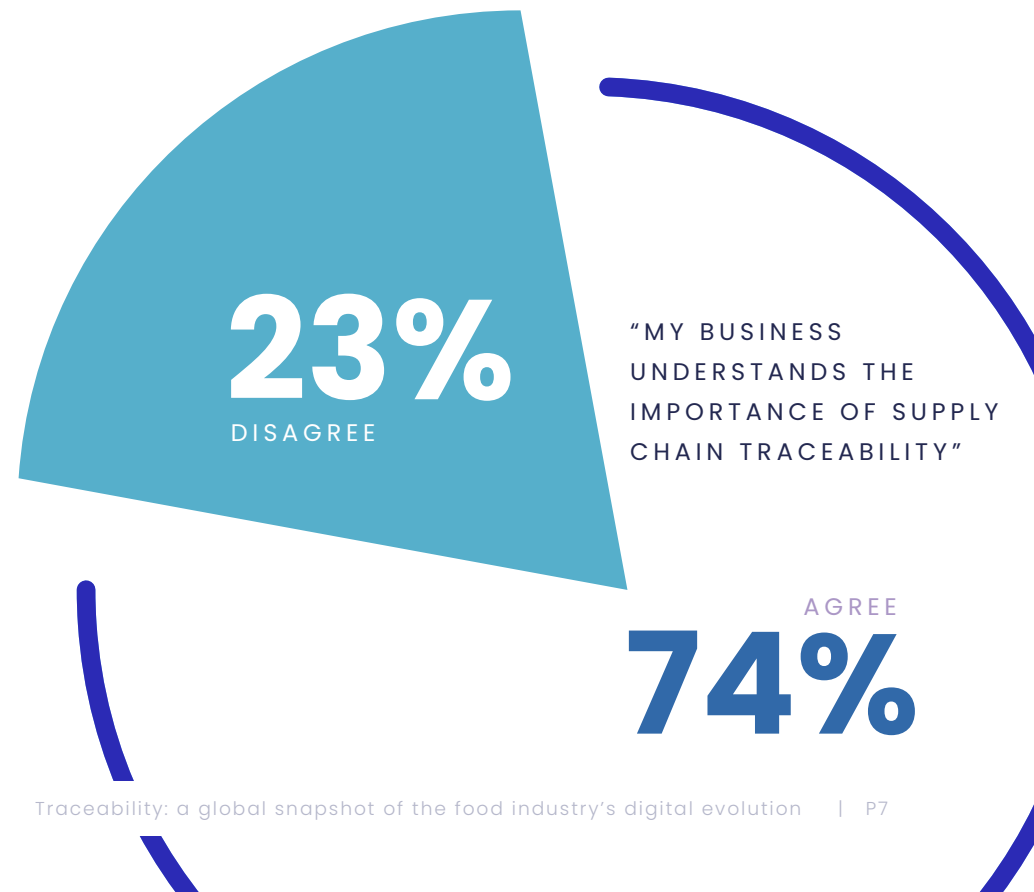
With an efficient traceability strategy, a business can identify an allergen issue during a product recall, anticipate and offer up alternative solutions during a supply chain disruption and deliver farm-to-fork transparency that gives consumers faith in a product.

It can also help small businesses connect with their community, improve bottom line, and show off the sustainability credentials of brands working hard to minimise Scope 3 emissions.



For those slow to commit to a traceability approach, the downsides can be loss of market share, diminishing efficiency and the danger of security breaches, with less regulated supply chains at risk of food fraud or product recall issues.

According to our research, the latter are in the minority. In fact, 74% of food professionals surveyed say that their businesses understand the importance of supply chain traceability. But that does leave almost a quarter of businesses that don't.



A problem of perception

So why the slow uptake from almost 25% of the sector? Tom Hollick, Group Forests Manager at Tesco, thinks it's a perception problem. He says, *"Perceptions of importance are likely to vary depending on which supply chain they [businesses] are operating in. If they are producing and selling in one country, the supply chain is shorter, and/or they are not operating in a 'high risk' supply chain for issues such as human rights, food safety, or environment, then traceability would inherently be a less pressing concern."*

He also wonders if there is a blurring of the lines of responsibility. *"To some extent, trade agreements should cover key import requirements such as food safety standards, and so there may be a sense that the 'basics' are already covered, and that any gold-plating of supply chain traceability sits more in the public/regulatory domain than with individual private actors to implement."*

Dr Stephanie Brooks agrees, but thinks the problem goes deeper. *"At a very basic level, some businesses still don't really understand that they need visibility of their supply chains and how supply chain visibility is at the core of traceability. They need to grasp that before they can really begin to implement a successful traceability approach."*

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Perceptions of importance are likely to vary depending on which supply chain they [businesses] are operating in.

- Tom Hollick, Group Forests Manager
Tesco

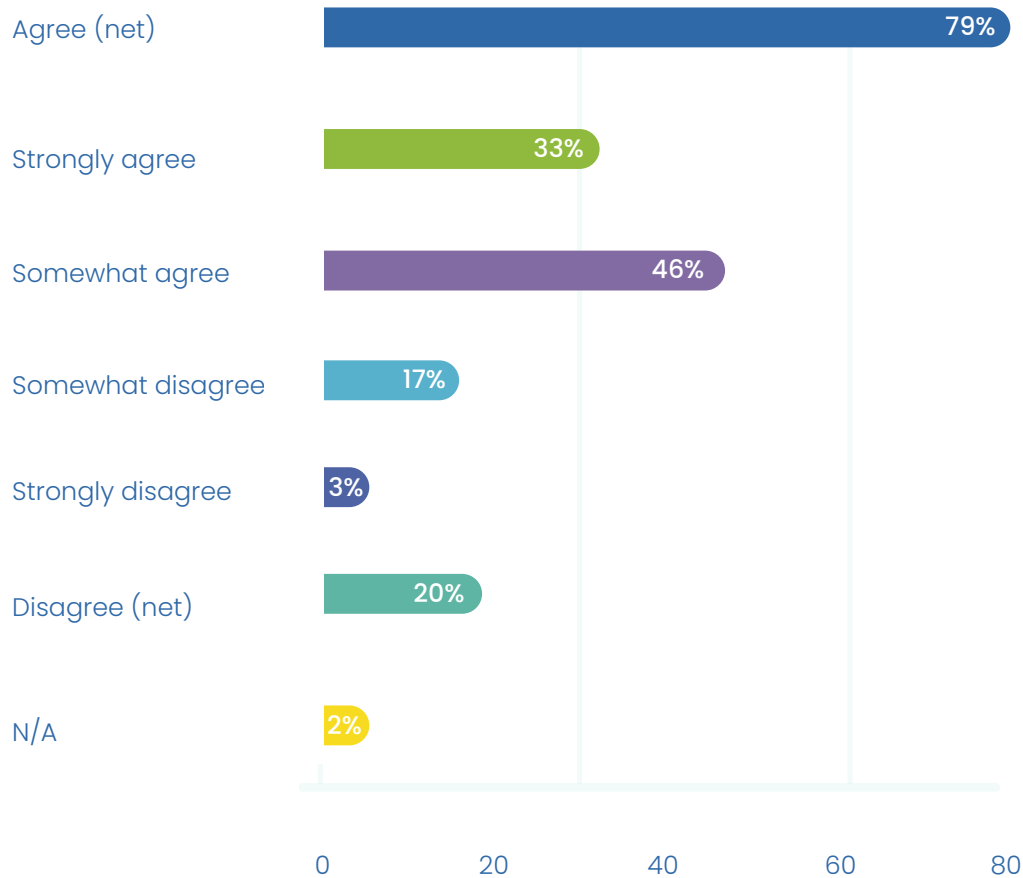
Regulatory changes

Regulatory change – one of the three major drivers affecting the evolution of food industry traceability – should iron out this issue. Governments are putting traceability front and centre, rolling out new regulations and legislations around the globe.

While some of these – such as **Australia's National Traceability Framework and National Agricultural Traceability Strategy** – are just guidance, the EU and USA are implementing directives that are legally binding.



The EUDR pushback



“MY BUSINESS IS PREPARED FOR EUDR”

In Europe it is the new EU Deforestation Regulation (EUDR) that is making waves. A decade in the making, it is designed to curb global deforestation, and slash associated greenhouse gas emissions, part of the EU’s wider efforts to achieve climate neutrality by 2050. But the process is complex, and businesses need to be compliant with the new due diligence rules, covering the EU supply chain traceability of cattle, cocoa, coffee, palm oil, rubber, soya and wood (and their derivatives), by 30 December 2024.²

To do this, evidentiary processes need to be in place, which show products are deforestation-free and that risk assessments covering supply chain complexity, cooperation with indigenous peoples and prevalence of deforestation have all been accounted for.

The good news here is that, with the deadline less than nine months away, 79% of UK food businesses believe they are prepared for the upcoming implementation of EUDR.

². Deadline correct at time of publication.

But while this result is initially positive, when you drill down a little further the story changes. Both small revenue businesses and very large enterprises feel less prepared than medium-sized companies. In fact, 50% of businesses with a revenue over £500m said that they do not feel prepared for EUDR at all.

These results echo concerns being voiced at both country and industry level, where the time frame and insufficient technology roll-out is consistently being cited as a stumbling block.

So far, the Indonesian coordinating minister of economic affairs, Airlangga Hartarto, has said **“new technology”** is needed before EUDR can be enforced; **Austria – backed by twenty other EU member states** – has attempted to delay the roll-out and get small-scale farmers exempted from it; 90% of the European coffee industry have called the current deadline **“shattering”** in a letter to the EU Commission; and an **industry-wide cross-commodity letter** stating that *“operators and traders are working*

hard to prepare their supply chains” but that *“these efforts are impeded by large gaps in information, lack of appropriate technical solutions and by misconceptions as to the functioning of our complex supply chains”* has been sent to Zakia Khattabi, EC President of the Council of Environment and Minister of Climate, the Environment, Sustainable Development and Green Deal.

50%

OF BUSINESSES OVER
£500M REVENUE DO NOT
FEEL PREPARED FOR EUDR

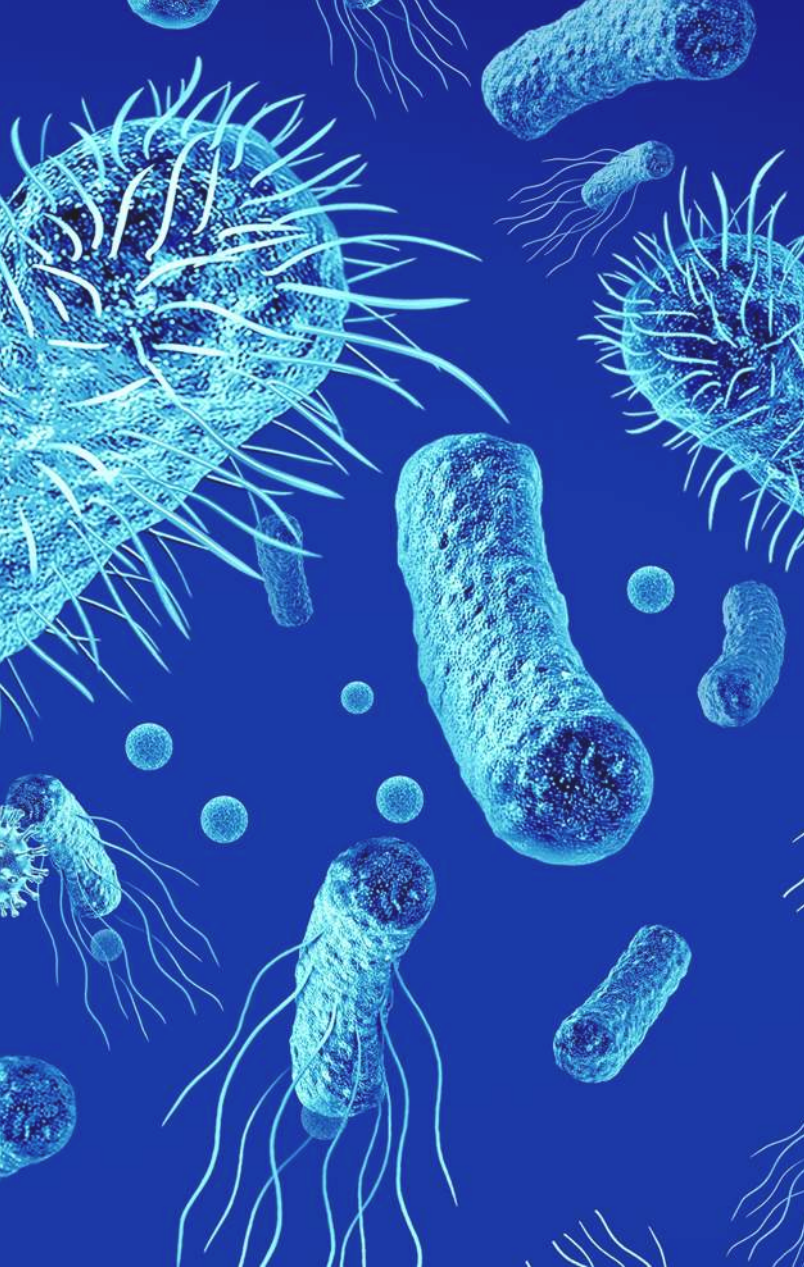
Tesco Group has businesses in ROI/NI and Central Europe and Tesco UK itself will cross-dock/import/export to the Union market, so the company has high exposure to the new legislation.

A requirement of the legislation is around data collection and storage. Tom Hollick explains the preparation the Tesco Group is doing. *"We will require a new system capable of storing these data points for five years, with accessibility for ad hoc investigations, and able to 'speak to' whichever submission system the EC finalises."*

He says that without a sufficient API and automation built into these systems, it would be an incredibly manual process and would require significant capacity expansion. So, Tesco Group will also need to undertake risk assessment and mitigation for all suppliers of in-scope products.

"We are in the process of building this framework, but our business will have to consider new auditing capacity to assess supplier due diligence processes and consider how we work with new third-party providers of satellite monitoring and supply chain mapping, among other things."





Focusing on FSMA 204

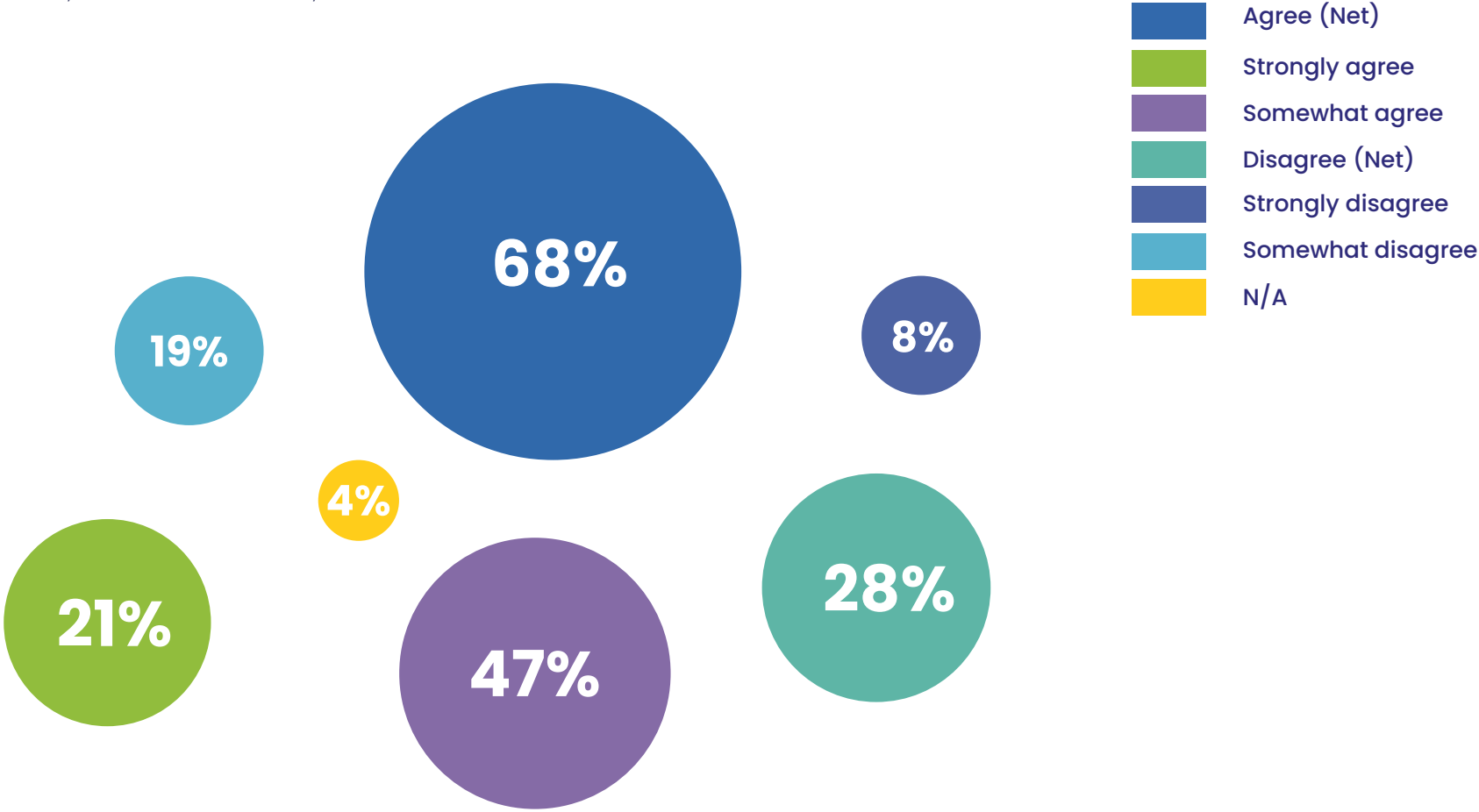
Lack of time seems to be a primary concern for many businesses who must comply with EUDR. At least this should not be as much of an issue for the **Food Safety Modernisation Act (FSMA) 204**, which is putting traceability under the spotlight in the US. With a deadline of January 2026, FSMA 204 consists of new rules on traceability record-keeping for those who manage foods listed on the **Food Traceability List (FTL)**.

Meticulously designed to streamline recalls and expedite product tracebacks, it has been prompted by an increased focus on foodborne illnesses – **currently affecting 48m people every year in the US** – and a need for visibility within intricate supply chains.

The outcome is a consolidation of safety and security measures, reducing avoidable costs and **penalties associated with recalls**. Moreover, this proactive approach allows businesses to stay ahead of the curve, with legislation set to be updated every five years to address evolving industry demands and emerging food safety challenges.

The FDA Food Safety Modernization Act 204 is designed to ensure food supply chain safety and quality by enhancing data-driven transparency and accountability.

“MY BUSINESS IS PREPARED FOR FSMA 204”



Mark Earnest, Vice President of Quality Assurance at Captain D's, sees the drive towards clear traceability as a real asset for the US seafood restaurant chain. *"Traceability is so important to our company. Our seafood is sourced globally, so the source of the raw materials must be clear."*

He believes that the secret to businesses being compliant in time for the 2026 deadline is addressing the new legislation in stages. *"For us the first step is to confirm the raw material information is accessible by the barcode - and that will be completed by the end of 2024."*

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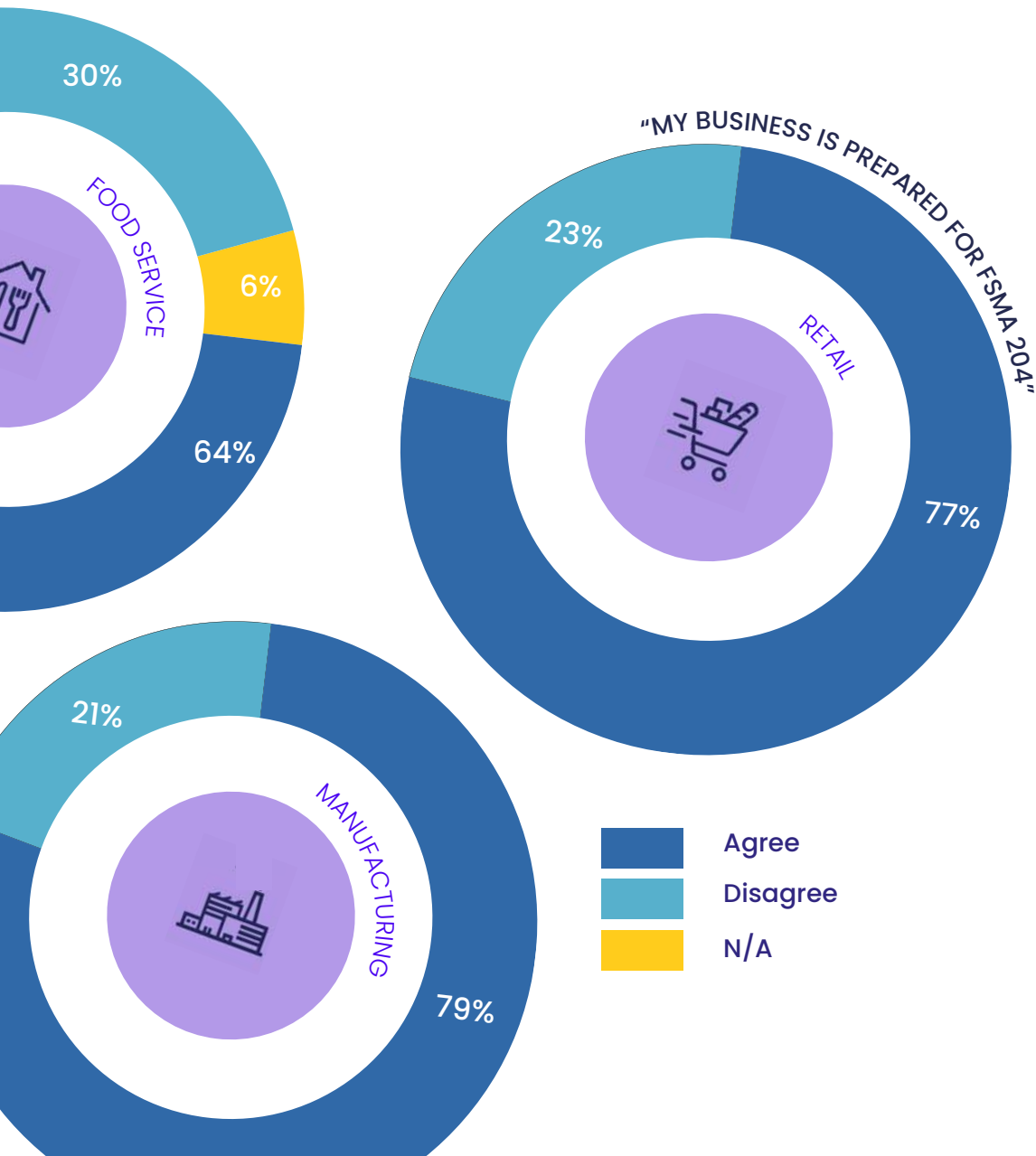
Traceability is so important to our company. Our seafood is sourced globally, so the source of the raw materials must be clear.

- Mark Earnest, Vice President of Quality Assurance
Captain D's



According to our survey, company size is a contributing factor when it comes to being FSMA 204 ready – with 88% of food businesses in the \$10m–\$50m bracket feeling the most prepared. Ask the same question to those in the sector with a \$500m revenue and sentiment shifts, with a surprising 40% feeling unready.

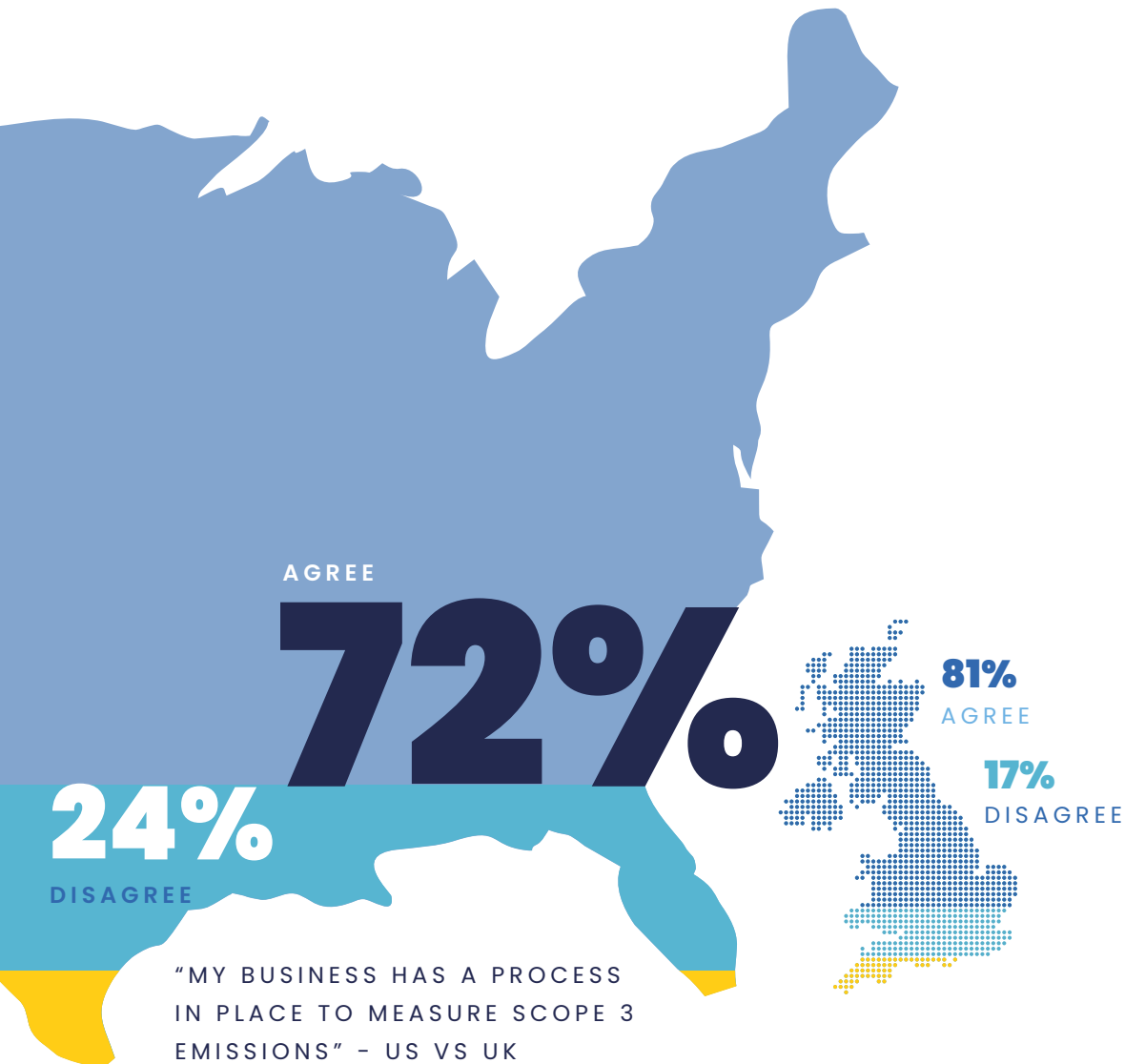
Sara Mortimore, Former Vice President, Global Food Safety at Walmart, isn't surprised by these results. *"Most companies are working on it with varying degrees of urgency,"* she explains. *"But the size of the project depends on the complexity of the business – it will be much easier for a small business with only a few product categories to get to compliance with FSMA 204 than it will for a large globally dispersed organisation making or selling much of what is in the scope of 204."*



The impact on different sections of the food industry is also revealing, with one in three food service businesses feeling unprepared for the January 2026 roll-out. The level of confidence almost doubles among retailers (77%) and manufacturers (79%). This points to the fact that these two groups are further along in their digital transformation journeys, with food manufacturers taking the lead on digital adoption, with 65% already using a digital system to manage food safety, quality and traceability, in comparison with food service where the uptake is much lower at 47%.

Sara Mortimore believes food businesses should be prioritising investing in digital systems to manage their food safety, quality and traceability. *"It is so important not just for managing the vast amount of documentation that we need for compliance verification, but also to analyse the data that we collect. Many companies are still using spreadsheets and operating with siloed systems, but that will change gradually."*

The environmental push



But regulatory advancements aren't the only factors pushing through change in the traceability arena. Environmental drivers, such as Scope 3 emission reporting, which cover all the indirect emissions that occur in the upstream and downstream activities of an organisation, are also a consideration.

While Scope 3 disclosure is currently mostly voluntary at present – California for example is bringing in legislation in the next couple of years and the UK is assessing processes – **measuring emissions has its benefits.**

Reporting helps prioritise emissions reduction strategies, identify suppliers dragging their feet around sustainability, encourages sustainable innovation, and informs procurement and product development decisions. With such clear business incentives, it's perhaps unsurprising that many already have a process in place to measure and quantify Scope 3.



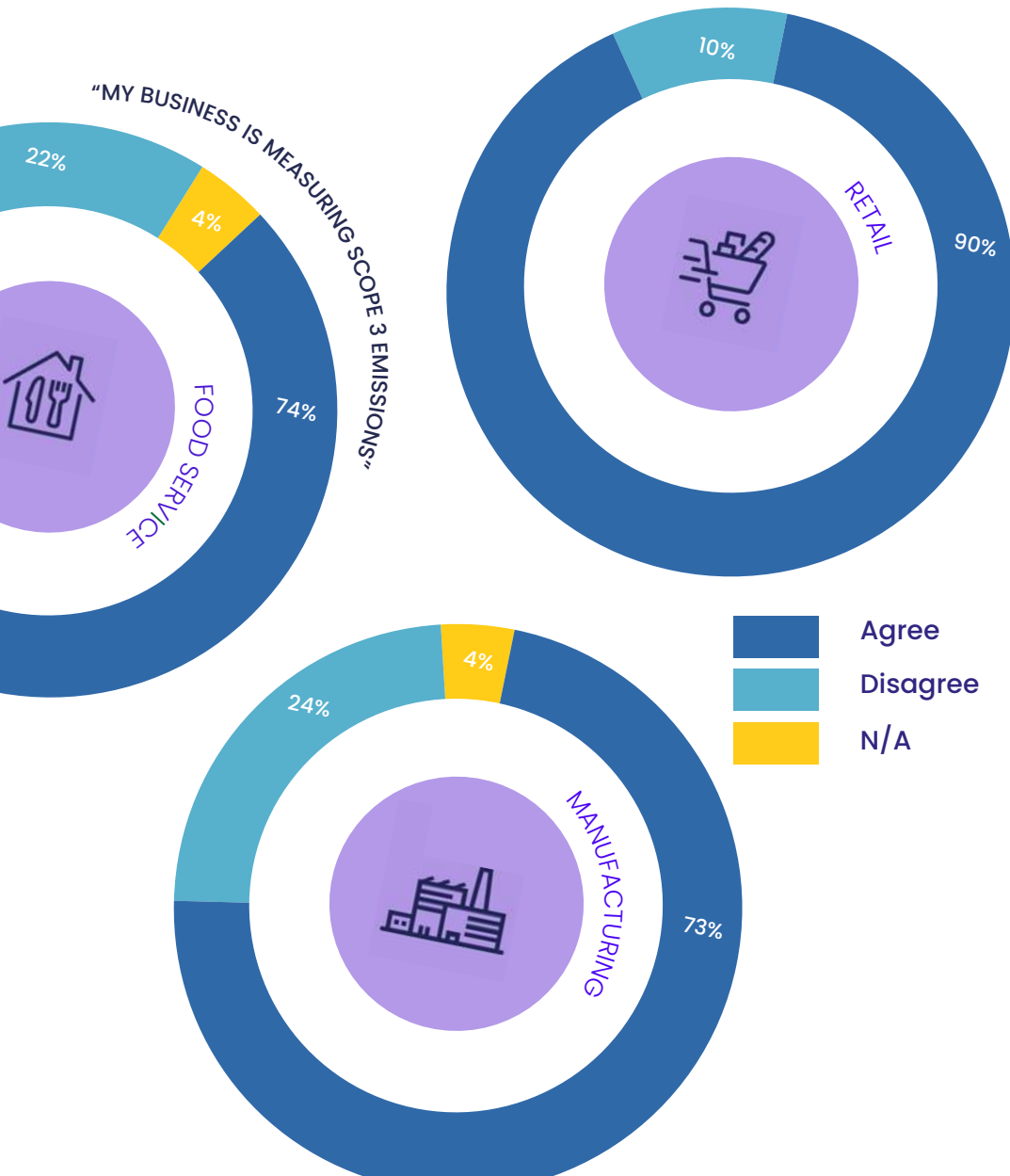
02 | WHY TRACEABILITY, WHY NOW - THE ENVIRONMENTAL PUSH

The Tesco Group's measurement of its Scope 3 emissions – which include all the indirect emissions that sit within the business' value chain, both upstream and downstream – is part of the business approach to carbon accounting.

The business uses various methods which align with the Greenhouse Gas Protocol. Tom Hollick explains, *"We work closely with suppliers, industry partners, and third-party data providers to gather comprehensive data on the carbon footprint of our supply chain activities. This includes information on the production, transportation and disposal of goods and services sourced by Tesco. We engage with our suppliers through our Tesco Supplier Network (for SMEs) and M2030, which will feed directly into our Scope 3 footprint in the future."*

Adding, *"We already use primary data for our milk emissions, with emissions data obtained via our Sustainable Dairy Group."*

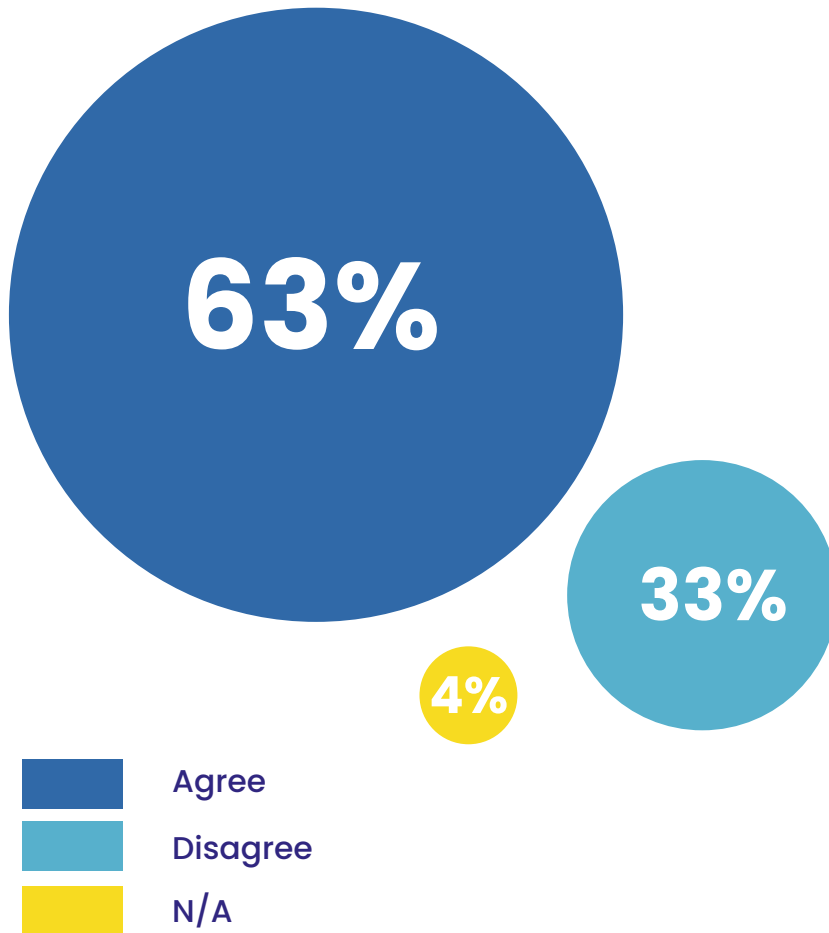
Tesco also collects a number of data points themselves such as Tesco's water consumption, indirect emissions of their owned transport, third-party secondary distribution fuel consumption, and business travel.



Adoption seems to be driven by sustainability goals, business benefits and customer awareness, as consumer-facing sectors - such as retail and food service - are most ahead in both regions on measuring their Scope 3 carbon emissions – with 90% and 74% respectively saying that they have a process in place to measure and quantify Scope 3 emissions. Even in US Foodservice, which is behind in other areas, 69% say a Scope 3 process is in place.

This suggests there may be lessons that can be learnt here around the education and adoption of traceability solutions, where 48% of food businesses are still not fully digital when it comes to food safety, quality, and traceability, but 42% are open to investing in the area.

Market momentum



“NOT ENOUGH IS BEING DONE TO SAFEGUARD CONSUMERS AGAINST ALLERGEN ISSUES”

A major market driver also propelling the adoption of traceability processes is consumer safety. Allergen control, food recalls and contamination issues are all concerns for those food businesses investing in traceability solutions.

With over **170 food types** alone that can trigger an allergic reaction in sensitised people, the last few years have seen a number of **high-profile deaths from allergic reactions** due to product mislabelling.

A resounding **63%** of food professionals still don't feel enough is being done to safeguard consumers when it comes to allergen issues - and this figure rises to **72%** when the spotlight is shone specifically on the food retail sector.

It's clear, being able to **understand and monitor food safety supply chain practices** is fast becoming a priority for businesses looking to manage allergens, prevent contamination and preserve their reputations with consumers.



Key takeaways

- Optimism appears high around the adoption of traceability regulations and legislations such as EUDR and FSMA 204.
- Almost 30% of US businesses don't feel ready for FSMA 204 with two years to go.
- 74% of food professionals say their business understands the importance of supply chain traceability, but only 28% actually use the supplier data collected across the business - and 15% collect but don't share the results with other departments.
- This shows a lack of understanding around traceability, which may be due to some food businesses thinking themselves exempt, due to location or supply chain size. It presents a disparity between perception and reality, with businesses less prepared than they think.

A growing emphasis on traceability through government-led regulatory changes should ultimately encourage a change here. But businesses need to be digitally literate to achieve compliancy.

The journey to traceability

We've established that businesses are open to investing in traceability systems, but almost half haven't converted interest into action. So, what are the blockers holding them back?

Data & the digital story



“HOW DOES YOUR BUSINESS OPTIMISE THE SUPPLIER DATA IT COLLECTS?”

35% of food businesses believe that insufficient education around funding opportunities is the biggest obstacle to a successful traceability journey. While this is a problem (**more on this later**), there is another barrier that must be addressed first – a lack of digital adoption across the industry.

Despite a general sense of readiness around traceability, only 55% of food industry businesses are currently digitally collecting and sharing data, with some (over ¼ in the UK) still trending it manually. Shine a spotlight on the US and you'll find that 1 in 5 businesses are still not collecting data as a company-wide practice.

So many ways of collecting and processing data has led to the creation of data silos – a major traceability blocker according to 69% of those asked.

Dr Fiona Roberts, Head of Business - Animal Welfare, Compliance & Environment at Foods Connected, says:

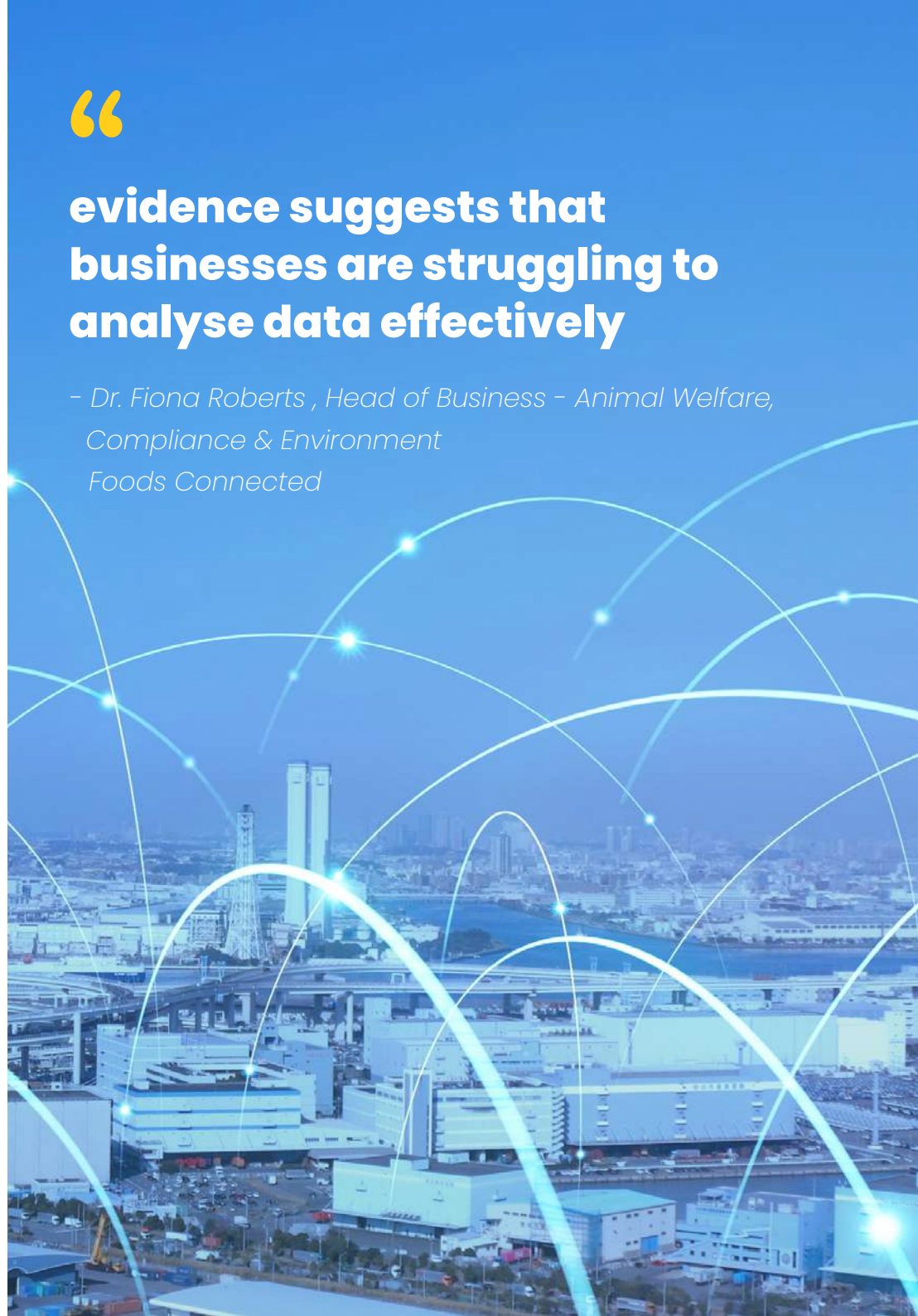
“Data silos are cited as a major issue with 30% of leaders surveyed saying that they are still preventing a truly connected transparent supply chain.

However, evidence suggests that these businesses are struggling to analyse this data effectively - for example there are still 20% of businesses struggling to quantify Scope 3 emissions.”

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**evidence suggests that
businesses are struggling to
analyse data effectively**

*- Dr. Fiona Roberts , Head of Business - Animal Welfare,
Compliance & Environment
Foods Connected*

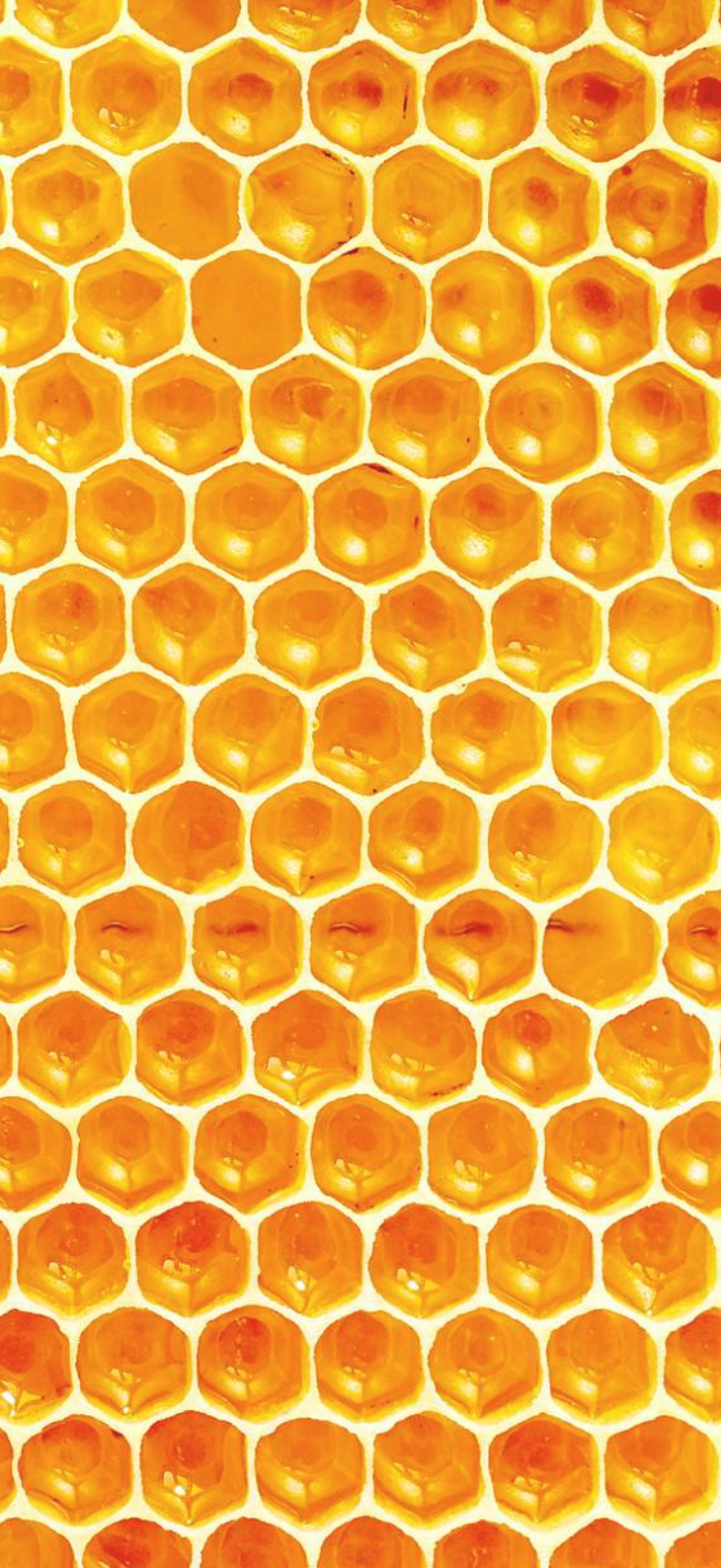




But business size becomes a factor when we look more closely at this issue, with 56% of businesses with a £500m+/\$500m+ revenue not rating them as a challenge at all.

There are other factors at play here as well. Currently almost half of the industry (48%) is not yet fully digital when it comes to food safety, quality and traceability. This slowness to fully adopt a digital way of working reinforces the perceived lack of understanding around how traceability can benefit the industry – with over a third of businesses (34%) seeing this as a major obstacle.

“WHAT DO YOU THINK ARE THE KEY BARRIERS TO TRACEABILITY IN THE FOOD INDUSTRY” - BY COMPANY REVENUE X CORE BLOCKERS



Adoption & investment

When all these factors are considered alongside the food industry's slow investment in new technologies (33% see it as a blocker) a clearer picture starts to form.

The food industry's reluctance to invest in tech is nothing new, but the fact that **24% of food industry businesses still don't understand the importance of supply chain traceability is astonishing.**

Sara Mortimore is surprised that the number is still so high. *"For food fraud alone it is crucial to understand where your raw materials are coming from, right back through the supply chain. In addition to food safety there are huge benefits in better understanding your supply chain, reducing food waste by having a better understanding of the life of the food during its journey, for example temperature and time and the impact on fresh produce."*

Dr Stephanie Brooks believes it's due to a disconnect between the actual funding opportunities available and educating the industry about them. After all, **84% of UK business leaders feel there is enough government funding available to support firms on their traceability journey.**

But a large number of survey respondents thought there was still a job to be done communicating that fact.

“What’s needed is an education and awareness piece,” Brooks says. “Education around what direction traceability is going and awareness around what funding avenues are available to try and meet some of these challenges. The 84% of UK business leaders are right - there are pots of money available, but they aren’t generic overarching funding streams; they have specific scope and criteria that need met.”

Historically the food industry has relied too much on collaborations with academia to direct them towards funding. *“Generally,” she explains, “they are not proactively looking for it themselves - and maybe that’s because they don’t know where to find it.”*

There is something else missing too. A need for industry-wise knowledge sharing to help businesses grasp the benefits of leaving a manual approach completely behind.

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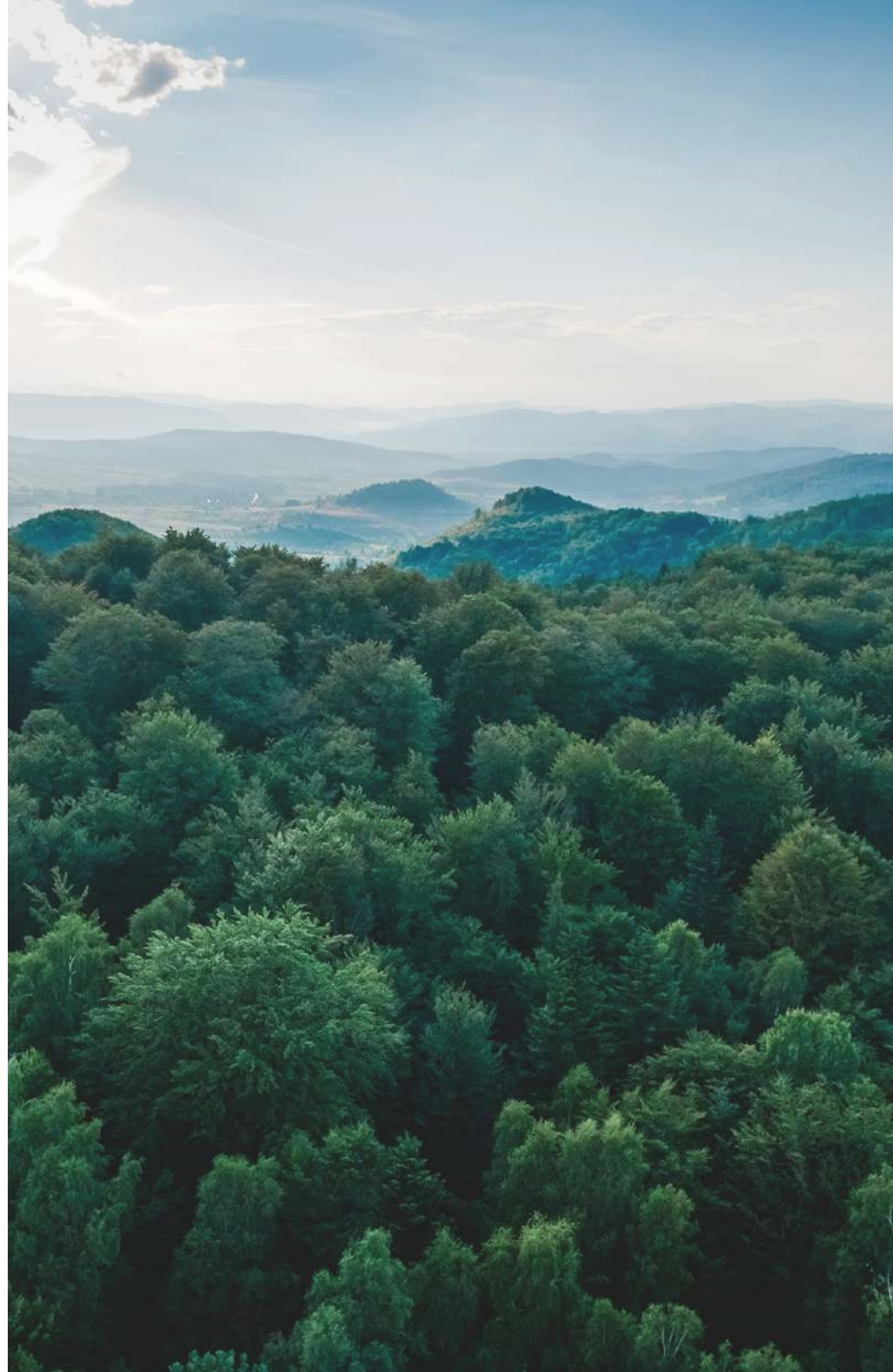
they are not proactively looking for it [funding] themselves - and maybe that’s because they don’t know where to find it.

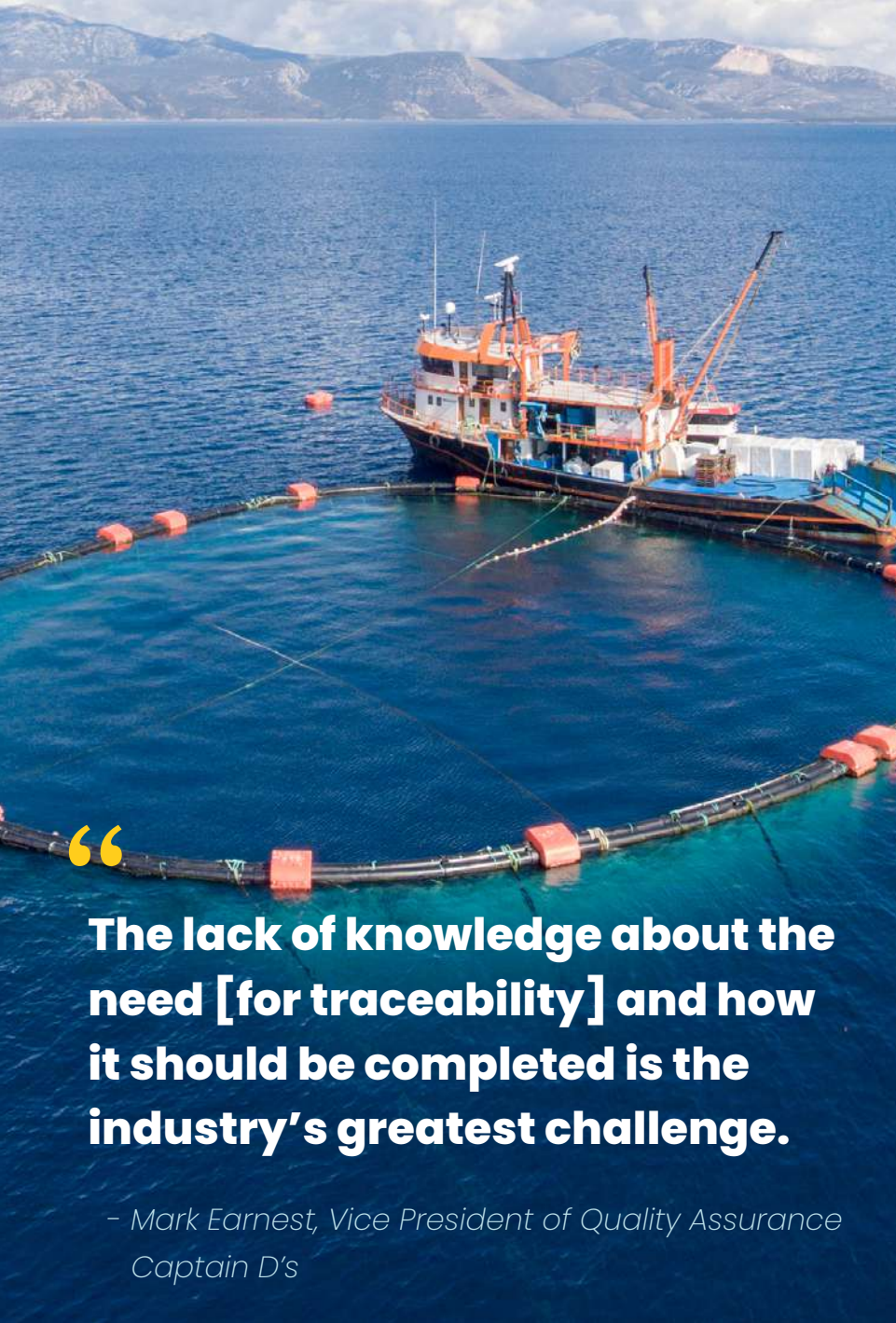
*- Dr Stephanie Brooks , Head of Business -
Traceability Innovation
Foods Connected*

03 | THE JOURNEY TO TRACEABILITY - ADOPTION & INVESTMENT

Tom Hollick zeros in on the idea of sharing being a stumbling block for some. *“There are outstanding concerns around blockers to data sharing: both from direct suppliers (eg potential to see as an unfair obligation if not legal or uniform ask, linked to GSCOP) and indirect suppliers (eg data sharing of smallholder/farmer locations linked to GDPR). Some of these issues may well be improved with the advent of EUDR which will give legal backing to these asks.”*

Committing to a significant investment in what is still a new technology can be a hard sell in a sector not keen on early adoption.





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The lack of knowledge about the need [for traceability] and how it should be completed is the industry's greatest challenge.

- Mark Earnest, Vice President of Quality Assurance
Captain D's

03 | THE JOURNEY TO TRACEABILITY - ADOPTION & INVESTMENT

This could be due to two factors: a belief that existing systems will become redundant, which would result in significant business changes and incur further costs; and that inflation has hit the manufacturing sector hard, leading some businesses to put traceability on the back burner.

But in certain quarters, such as the US market, education around available funding to help businesses transform does seem to be available. 70% of those surveyed agreed that there is enough funding available for businesses looking to improve food safety, quality and traceability. It's knowing where to find it that raises some red flags.

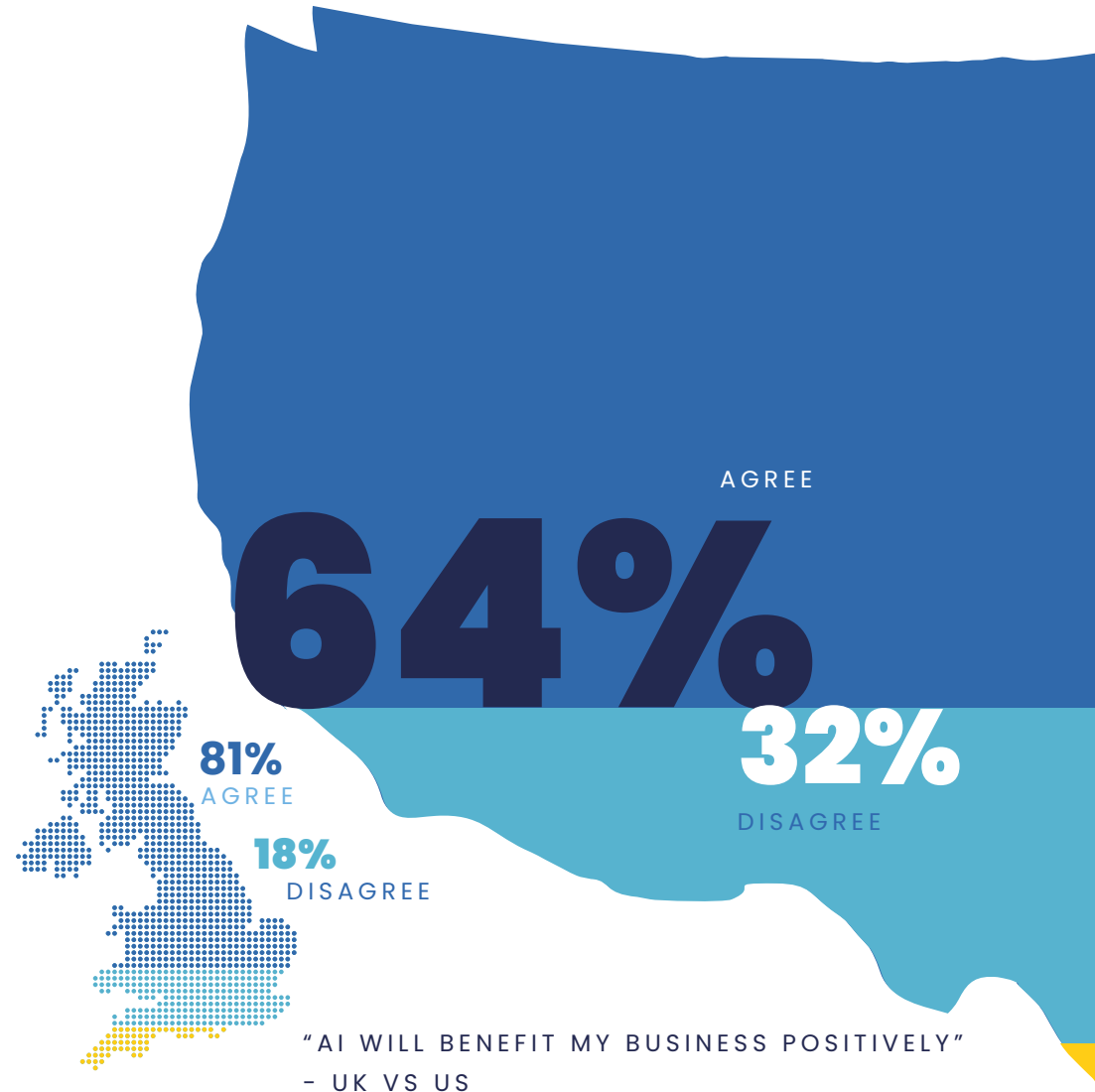
Mark Earnest sees this disconnect as one of the biggest blockers to traceability right now. *"The lack of knowledge about the need [for traceability] and how it should be completed is the industry's greatest challenge."*

AI: a continental difference in thinking

Despite these stumbling blocks around digitisation, both the UK and the US understand the importance of innovation, with the US placing it above new product development in its 2024/25 priorities. But a big gap is opening up around UK and US opinion about the **benefits AI can offer the food industry**.³

Mark Earnest, Vice President of Quality Assurance at Captain D's, understands why there is trepidation in some parts of the US food industry, but sees the positives it can bring at the same time. He explains for him it's about finding a balance. *"I think that AI can have a good place in the food industry, but it can be taken too far."*

The productivity and efficiency benefits brought about by AI, ranging from improved crop yields and animal nutrition to enhanced customer personal experiences, should hopefully go some way to balance out any concerns – and be felt up and down the food supply chain.





03 | THE JOURNEY TO TRACEABILITY -
AI: A CONTINENTAL DIFFERENCE IN THINKING

Sara Mortimore can see huge opportunities to use AI to better utilise internal data, particularly in larger organisations, which have a lot of data points. She also thinks that while some reticence is normal, adoption is essential.

“AI is here to stay and like any new tool we need to learn how to use it for the greater good.” Continuing, *“As we add more data (and, I hope, collaborate more in the future to share data), AI will be able to offer more to the industry. We are seeing quite a lot of success in predicting failures.”*

With the information now available, Mortimore explains, *“to not utilise it, seems to me to be a gap in a company’s hazard analysis process.”*

3. 40.4% of UK businesses strongly agreeing it will have a positive benefit in contrast to 23.6% in the US, leaving almost a 1/3 of American businesses still unconvinced as to how it can help them. (in contrast to 1/5 in the UK).

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AI is here to stay and like any new tool we need to learn how to use it for the greater good.

– Sara Mortimore,
Former Vice President Global Food Safety,
Walmart

Key takeaways

- 35% believe insufficient education around funding for businesses wanting to digitise is the biggest blocker to traceability.
- But 77% of business leaders do feel there is enough government funding to support firms on their traceability journey.
- There is a bigger industry blocker – almost 50% of businesses still need to implement a digital-first approach.
- There's a gap in thinking in the two regions among those that strongly believe in the benefits of AI – UK 40.4% v US 23.6%. With 1/3 (US) and 1/5 (UK) not seeing the benefits at all.
- But there is good news. Of the 48% not currently using a digital system, 42% are open to investing in one and only 6% rejecting the idea altogether.

With 87% (UK) and 81% (US) of businesses open to investment in digital transformation, education seems to be the key to helping the industry embrace change.

Thinking smarter & the future of food traceability

In this last section, we look ahead to the actionable steps businesses can take into their traceability journey. We've established committing to digital is essential when embarking on a truly proactive traceability journey.

But what else can businesses do to prepare?



Building more resilient supply chains

The first step is to educate the workforce about upcoming legislation and why these changes are important to help withstand future shocks.

In the Foods Connected webinar **The Resilience of Food Systems**, Dr Darin Detwiler, Professor of Food Policy at Northeastern University & food safety advocate, Professor Chris Elliott, Founder of the Institute for Global Food Safety at Queen's University, and Dr Fiona Roberts, Head of Business - Animal Welfare, Compliance & Environment at Foods Connected, all stressed the importance of resilience for food businesses.

*“Resilience is not an accident,” says Dr Detwiler. **“It has to be a proactive, deliberate act that is undertaken.** We can’t just believe in it – we have to think of it as a value. It’s only when we value it, we start to look beyond cost benefit analysis.”*

Professor Elliott agrees on the need for proactivity. *“You have to go from reactive to proactive. It’s about collectively thinking about food security.”*

“If we’re talking safety, climate, welfare – the only answer is to look at it all from a predictive standpoint,” Dr Roberts adds.

“Imagine being able to predict some disruptors to our resilience – so much that we can mitigate and even eliminate some of them,” concurs Dr Detwiler.

“We can’t predict everything, but if we don’t try, well... We have to find that balance – to invest and prioritise being proactive.”

Businesses are already embracing this idea. Two thirds of US businesses do understand the importance of traceability and 68% are already prepared for FSMA 204.

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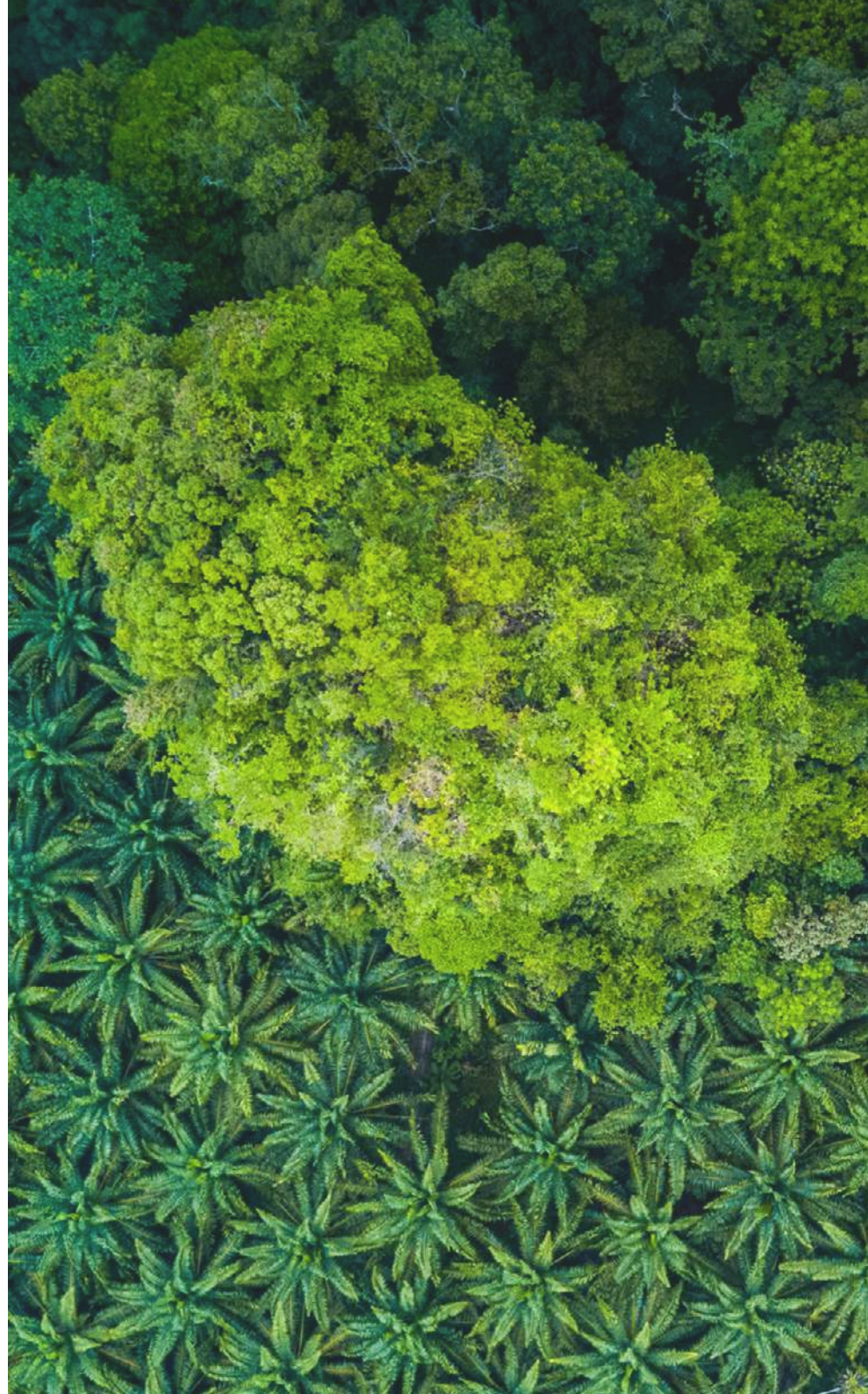
It’s only when we value it, we start to look beyond cost benefit analysis.

*– Dr Darin Detwiler, Professor of Food Policy & food safety advocate
Northeastern University*

Reassessing the priorities

Businesses need to move away from reacting and take more control. Ensuring business readiness for upcoming regulations is part of this – and a priority for our respondents, with 37% putting it top of the list. Building a strong traceability process is essential – which is why 42% of food professionals are committed to investing in digital transformation across the next two years.

Tom Hollick says, *“Our key traceability focus in 2024/2025 is to be fully compliant with EUDR by 30 Dec 2024. Concurrently, Tesco is seeking ways to future-proof the business for upcoming UK FRC, as well as meeting our verified deforestation and conversion free commitments on soy and palm. Key concerns to achieve compliance with EUDR will be around accessing polygon mapping back to farm-level and how we store this data.”*



Embracing a positive approach

The movement towards creating effective, resilient, tech-enabled supply chains to create a truly better food business is already underway. So how do we convince the sector as a whole to embrace it?

Dr Stephanie Brooks recommends considering the three pillars of adoption – provision, people and practicality. *“These together,”* she says, *“will enable businesses to access the benefits that digitisation and data connectedness will bring.”*

A grasp of the dynamics of supplier-customer relationships and fragmented nature of the supply chain assures an appreciation of the intricacies involved in technology adoption in the sector. She adds, *“Tech fails when it hasn’t been provisioned properly, people aren’t bought in and the practicalities aren’t explored.”*

Technology adoption and implementation are inherently coupled with people – and one cannot exist without the other.



Key takeaways

- Businesses need to be more proactive.
- Committing to a digital system is the first step on a proactive traceability journey.
- Investing in workforce education around upcoming regulations is part of this. This is a priority for 37% of respondents.
- Building a strong traceability process is key. This is why 42% of food professionals are committed to investing in digital transformation across the next two years.

By putting in place a positive approach and thinking smarter, businesses can prepare themselves for a traceable future.

REPORT

Thank you

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