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BUSINESSES ADAPT TO SHIFTING
SUPPLY CHAIN RISKS

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Businesses Adapt To Shifting Supply Chain Risks

New report finds that less than 8% of businesses believe they have full control over their supply chain risks.

Supply chain disruptions have become the “new normal” for organizations navigating global uncertainty on a daily basis. From geopolitical issues to emerging cyber threats to the ongoing tariff situation, companies are facing new risks that can impact their operations, revenue streams and long-term viability.

In [Global Supply Chain Risk Report 2025](#), professional services firm WTW unveils the key issues that are keeping supply chain managers and their C-suites up at night in 2025, with a focus on the key risks that these professionals are facing in the current market landscape. The organization surveyed more than 1,000 senior executives, including risk managers, supply chain managers, logistics managers and CEOs for its report.

According to WTW, the last two years have seen companies taking proactive measures, enhancing cross-functional collaboration and deploying technology tools like supply chain mapping. Cybersecurity has emerged as a central pillar of enterprise risk management, it says, with growing focus on securing supplier relationships and contracts.

Despite this progress, WTW says fewer than 8% of businesses believe they have full control over their supply chain risks, and 63% report higher-than-expected losses—evidence of the ongoing unpredictability and complexity of the global supply chain. The company also found that:

- Geopolitical risk is now the top concern for 19% of businesses, reflecting the impact of global instability, trade tensions and regulatory uncertainty.
- Inflation follows closely at 18%, driven by rising procurement and transport costs.
- Cybersecurity risk has surged from 5% in 2023 to 16% in 2025.
- Raw material shortages and regulatory changes have each doubled in significance, both now cited by 14% of respondents.
- Pandemic and health risks have declined in priority (from 23% in 2023 to 13% in 2025), suggesting a shift in focus toward geopolitical and economic challenges.

- Environmental risks remain important, WTW says, but have seen a slight dip in urgency over the last two years.
- In response to evolving market conditions, organizations are making continuous adjustments to their supply chain strategies. The number of businesses reporting complete overhauls has decreased slightly, while the number of those implementing significant changes has grown.
- While investments in resilience are growing, fewer businesses report transformational improvements. “Instead, the focus is shifting toward executive oversight, dedicated risk management teams, and the development of internal risk tools,” WTW says.

How Companies are Addressing Heightened Risk

The risk of widespread business interruptions continues to be a significant concern for companies across industries, as evidenced by the WTW, the 2025 findings and the comparisons against the company’s 2023 survey results.

“In response to these growing challenges, organizations are actively reevaluating their risk management strategies to address systemic vulnerabilities and strengthen organizational resilience,” the company says. “A particular focus has been placed on preparing for extreme events that can cause prolonged delays, disrupt production lines, and result in significant financial and operational losses.”

Companies are also seeking the “right balance” between efficiency and resilience by assessing the trade-offs associated with lean supply chains and the elevated risk of supply chain interruptions. They’re also reconfiguring and redesigning supply chain networks to reduce exposure to risks and deploying other risk mitigation strategies.

“Successfully navigating these challenges requires a comprehensive understanding of supply chain exposure and vulnerabilities, specifically focusing on network effects — interconnected risks that can magnify the impact of initial disruptions and lead to cascading failures,” WTW recommends.

“These network effects highlight supply chains’ growing complexity and fragility in an increasingly volatile and uncertain global environment,” it continues. “As supply chains continue to face mounting pressure, the urgency for collaboration, innovation and strategic foresight has never been greater.”

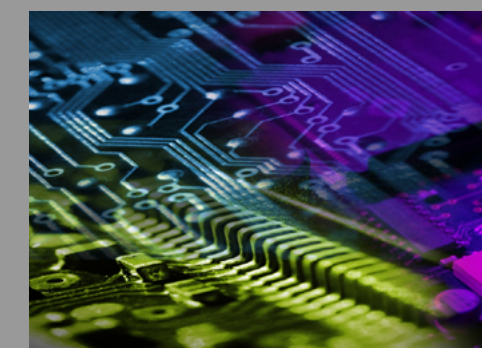
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More Than Efficiency: Why Automation Is Reshaping Electronics Procurement

Automation enables procurement teams to move beyond reactive, day-to-day tasks and focus on proactive, strategic planning.

The electronics industry is undergoing a profound transformation. With increasingly volatile supply chains and shrinking product lifecycles, procurement is no longer a back-office function—it’s a core driver of operational success. In this environment, automation is emerging not just as a useful tool, but as a strategic imperative.

The growing urgency around procurement automation is being driven by several converging pressures facing electronics manufacturers today, including:



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Tariff Wars Force Eco-Conscious Shippers to Rethink Strategies

[How are shippers altering their operations in response to the Trump administration's tariffs?](#)

Eco-conscious shippers meet growing demands for greener methods by offering options like recyclable packaging and single shipments for multiple orders to reduce transportation emissions and energy consumption. However, the Trump administration's supply chain tariffs are poised to cause significant disruptions that could cause eco-conscious shippers and other sustainably minded decision-makers to tweak their strategies to remain protected from the worst effects.

Although sustainable supply chain challenges will likely crop up, the tariffs could encourage consumers to shop more consciously, positively affecting entities that prioritize greener operations. What should supply chain professionals expect?

Framing the Situation When Communicating with Customers

Since the tariffs have captured headlines and people are learning more about their effects, most customers will expect higher prices. Even so, they will likely appreciate it when shippers and other organizations are transparent about the situation and what they're doing to mitigate adverse effects.

Yale marketing expert Nathan Novemsky clarifies that people find increased prices more acceptable if they know they are unavoidable and view the reason as fair. Companies should explain the details behind tariff-related changes when possible. Instead of just saying tariffs have caused higher prices, brand representatives should be specific, noting how the changes have made operations more difficult and how leaders have delayed higher prices for as long as possible.

Presenting the situation this way emphasizes that the business has tried to protect its customers from the effects but has reached a point where higher prices are necessary for continued operations. Novemsky also suggests discussing the situation as positively as possible. For instance, a company can point out to customers that it's kept its prices stable for the last several years.

Another helpful tip is to focus on what will remain consistent for customers. Perhaps a shipping company has no choice but to raise its prices due to tariffs, but this change will not disrupt its progress in reducing supply chain emissions with electric vehicles. In that case, business communications should men-

tion how customers can continue relying on the provider as an eco-friendly shipping option. Similarly, if the shipper has a reputation for excellent customer service, it should reinforce how that will not change.

Requiring Potential Packaging Adjustments

Upcoming sustainable supply chain challenges may also require eco-friendly shippers to change their packaging, resulting in higher customer costs. Many design changes decrease weight while increasing recyclability, creating mutually beneficial outcomes. Shippers appreciate it when parcels are lighter, and users like packaging updates that allow them to recycle the containers instead of discarding them.

However, as supply chain professionals examine whether to change their shipping in light of the new tariffs, they should assess multiple factors. Will the company transporting the packaging change its routes? If so, that may result in longer journeys, necessitating more robust solutions that can handle those trips.

Laszlo Horvath is an associate professor at Virginia Tech. His role in the university's Center for Packaging and Unit Load Design gives him a valuable perspective on how tariffs may cause packaging-related changes. He points out that switching to a rail-based shipping method from a sea-centered one subjects items to different vibrations that require different accommodations. Similarly, designers may need to create new ways to protect the contents if packages must withstand extreme temperature swings.

Horvath also points out that companies often order packaging molds from overseas providers. These purchases may already cost millions of dollars. However, they become even more expensive if tariffs come into effect before the goods reach the purchasers. The affected companies then pass the expenses onto consumers, potentially causing unpleasant surprises.

These particulars highlight why supply chain professionals must balance sustainability with other factors affecting how they run their businesses. Many may continue prioritizing green materials and designs when possible while also reviewing other aspects that impact whether goods arrive safely. After all, goods that become broken or spoiled because of insufficient packaging contradict sustainability aims by creating waste.

Reducing Sustainable Supply Chain Challenges with Creative Thinking

Although supply chain tariffs will likely cause disruptions, that does not mean companies have to halt their sustainability progress. Statistics show supply chain emissions are almost

11.5 times higher than an entity's direct emissions. That means there is significant room for improvement and now is not the time to let eco-friendliness become less important. Instead, decision-makers should let the tariffs inspire them to adopt thoughtful solutions.

One option is to transition to reusable packaging. Although this option likely has a higher upfront cost, shippers may expect lower expenses over time because they need fewer containers to meet customers' shipment requirements. In one example, DPD Germany partnered with a provider of reusable boxes and bags that feature durable exteriors and zippers instead of adhesive closures. Internal data indicates shippers can use the boxes for a maximum of 50 cycles, reducing waste.

Additionally, businesses can buy or rent this reusable packaging and—in the latter case—return it to the packaging company. The process is easy for customers who receive items this way, too. They can hand the packaging to a DPD courier or bring it to a collection point.

In another case, Charlie Rudkin-Wilson tackled sustainable supply chain challenges by founding Müll Club. It addresses issues in the United Kingdom that result in most plastic packaging not getting recycled. The entrepreneur knew she probably could not influence consumer behavior, believing the next best thing was to facilitate higher recycling rates for plastic packages. Her business recycles 100% of the plastic packages households and businesses send her. The material becomes various household products, from combs to coasters.

Responding to Sustainable Supply Chain Challenges

Even as supply chain tariffs capture the headlines and preoccupy affected professionals, those impacted must continue thinking logically and consider all possible options before making major changes. The Trump administration has announced many tariff-related changes before the intended enactment dates occur. Such fluctuations make responding more challenging, but they also emphasize why people should not react prematurely to analysts, reporters or political leaders.

The better approach is to stay flexible and open to change, knowing that doing things differently may be inevitable. Additionally, professionals should continually examine how proposed or active tariffs may affect packaging or shipping decisions and ask peers for input. Multiple perspectives help people have well-balanced views that shape their choices.

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Are New Trade Policies Driving More Supply Chain Risk?

As trade policies evolve and the tariff situation fluctuates, the ties between trade uncertainty and supply chain risk may be strengthening.

Coming into 2025, companies were concerned with some mainstay supply chain risks plus some others that were emerging. This “new normal” environment isn’t expected to change much in the near future, but the introduction of new trade policies—and the flip-flopping that’s followed—has led to a new category of risk to put on chief supply chain officers’ plates: trade policy risk.

A new World Economic Forum report entitled [How trade policies are expanding supply chain cyber risks](#) takes a deep dive into the topic. Written by the [Information Security Forum’s](#) Steve Durbin, the piece highlights how trade uncertainties are the top business challenge for 73% of organizations right now (according to the latest National Association of Manufacturers’ outlook survey). It also looks at how trade uncertainties amplify cyber risks and the increase in the occurrence of supply chain cyber incidents.

“Businesses need to fortify their cyber resilience against such disruptions and potential attacks. Tariffs—even the threat of escalating tariffs—can induce volatile demand and supply, negatively affecting supply chains and triggering disruptions in trade,” Durbin writes. “They force organizations to reevaluate their trade relationships, consider reshoring, nearshoring, friendshoring or hiring new suppliers.”

The Threat is Real

The supply chain cybersecurity threat is real: According to ReversingLabs’ 2025 Software Supply Chain Security Report, these critical networks have become a popular target for malicious actors, including cybercriminal groups and nation-state hackers. It says the rapid embrace of artificial intelligence (AI) and machine learning by both enterprises and software producers is introducing new supply chain risks to those organizations.

“Software supply chain attacks got more sophisticated in 2024 as malicious actors launched attacks on the build pipelines of prominent open-source projects, singled out AI and machine-learning software supply chains, and took advantage of epidemic, exploitable flaws in black-box, commercial software binaries,” ReversingLabs says, noting that AI’s explosive growth and the growing reliance of software development organizations on AI-generated code was accompanied by increased AI and ML supply chain cyberthreats, as malicious actors looked to infiltrate widely used AI ecosystems.

One Big Ecosystem

Cybersecurity and trade policy are closely intertwined. For example, tariffs directly affect raw material costs and may force organizations to reassess their procurement strategies. This, in turn, opens up the door to even more risk and vulnerability, particularly when those supplier selection decisions are made quickly and under duress.

Here’s how it works:

- To avoid overdependence on one region or supplier, organizations onboard new, untested suppliers while bypassing adequate security screening.
- A dispersed supply chain with diverse and less secure suppliers is more vulnerable to disruptions and threats.
- Extending supply chains to new suppliers or logistics providers creates even more entry points for attackers, raising the specter of breaches.

Durbin says another potential risk is directly related to the current instability in global trade, which prompts companies to reconsider long-term investments. “Rather than expanding the existing infrastructure to accommodate new business opportunities, organizations redirect funds towards emergency purchasing and sourcing adjustments,” he writes. “Critical system and security upgrades are deferred, leaving unpatched security gaps.”

Steps to Take Now

So what can companies do to reduce the risk associated with the current trade uncertainty? Durbin says some good first steps include using a zero-trust model to block unauthorized access from compromised vendors; enforcing strong access controls; using systems that predict breaches in supplier networks before the problems escalate; and using cybersecurity

awareness training to minimize human-induced security threats in supply chains.

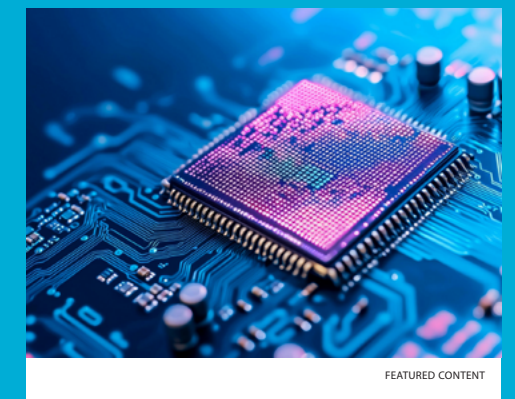
“To sustain operations in such volatile trade conditions, global supply chains need cyber resilience, centered on rapid response and recovery efforts,” he concludes, “ensuring the continuity of the supply chain even amid cyberattacks.”

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Smart Digital Upgrades for the Electronics Supply Chain

Tired of slow processes and data silos holding back your electronics distribution business? You’re not alone. While much of the business world embraces digital transformation, many electronics distributors continue to grapple with outdated legacy systems, disconnected software platforms, and excessive manual workflows.

Discover how smart API integration and strategic supply chain optimization tools can revolutionize your operations through:



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Supply Chain Connect provides supply chain and purchasing professionals with essential news, information and analysis about the technology and business trends that impact the global supply chain industry.

E-Commerce Evolution: Inside Mouser Electronics' Digital Strategy

Hayne Shumate, SVP of Internet Business at Mouser Electronics, reveals how the electronic component distribution industry is navigating digital transformation, AI integration and global supply chain challenges. From e-commerce strategies to the potential societal impacts of automation, Shumate offers a compelling insider's perspective on the future of electronic component engineering and procurement.

The Electronics Supply Chain Playbook: Adaptability in a Complex Global Market

Rebeca Obregon, President of Farnell, offers a deep dive into the rapidly evolving electronic component distribution landscape, exploring how artificial intelligence, digital transformation and adaptability are reshaping the industry's future.

From Tariffs to Digitalization: Transformation in Electronics Distribution

Dave Doherty, President of DigiKey, unpacks the dynamic world of electronic component distribution, exploring how AI, digital transformation and innovative strategies are reshaping the industry's future.

Master Distribution Model a Leading Indicator for State of Electronic Component Distribution Industry

Don Akery, joins the show to discuss the state of the electronic component distribution industry, as the company's master distribution model grants particular insight and access into the current state of the industry as well as where it may be headed.

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Can you provide an overview of the current landscape of the electronic components distribution industry? Where does the industry stand on the excess-to-shortage scale?

The electronic components distribution industry remains challenged by ongoing supply chain disruptions driven by post-pandemic effects, geopolitical tensions, and rising demand in sectors like automotive, IoT, and AI. Lead times for key components still average 12–40 weeks. Traditional concepts, such as the "excess-to-shortage" scale, have become less relevant as consolidation in authorized distribution has diminished service levels, prompting OEMs to rethink their supply chain strategies. In response, companies are reshoring production and prioritizing cybersecurity while adopting proactive inventory management tools. Our customers are increasingly relying on real-time data and our proprietary platform, EMPOWER™, to manage risk and ensure supply chain continuity. While AI and automation are transforming procurement, human expertise remains vital. Strategic partnerships with distributors that offer market insights, strong supplier relationships, and financial stability are essential to navigating today's complex landscape.

The past few years have brought significant supply chain disruptions. How has the industry adapted, and what strategies have been most effective in mitigating such challenges?

Distribution is undergoing a major shift as companies move away from standardized models and customize their supply chains to meet specific operational and strategic goals. Factors such as geopolitical risk, rising costs, and the need for supply continuity are prompting organizations to redesign their component sourcing strategies. This shift is driving demand for more flexible and responsive distribution solutions. Companies are no longer focused solely on price, prioritizing availability, lead time, and resilience. Distributors must now offer tailored programs such as regional inventory hubs, consignment models, and supplier diversification strategies. As a result, distribution is becoming more integrated into broader supply chain planning. The ability to adapt quickly and support unique customer needs is no longer optional; it's essential for long-term success in today's dynamic market.

What technologies are having the biggest impact on the distribution of electronic components today? How are AI, automation, and IoT shaping the future of the industry?

AI, automation, and IoT are transforming the distribution of electronic components by making supply chains more intelligent, efficient, and agile. AI enables more accurate forecasting, dynamic pricing, and demand planning. Automation

improves warehouse operations, increasing speed and accuracy across the fulfillment process. Meanwhile, IoT provides real-time visibility into inventory, logistics, and product performance, which is critical for making proactive decisions. These technologies reduce delays, minimize excess stock, and optimize working capital. While digital transformation is essential, human insight remains critical. Successful distributors combine smart technology with industry expertise to deliver end-to-end support, enabling customers to adapt quickly to market changes and maintain uninterrupted supply continuity.

What are the biggest challenges facing electronic components distribution today, and how is your company navigating them?

The electronic components distribution industry faces several significant challenges today. Supply chain disruptions remain critical, with semiconductor shortages causing unpredictable lead times. Geopolitical tensions, particularly between the U.S. and China, exacerbate these issues through tariffs and trade barriers. Additionally, rising costs for raw materials and logistics continue to pressure profit margins. To navigate these challenges, companies are leveraging advanced technologies, such as AI for demand forecasting and IoT for real-time inventory management. Strengthening supplier relationships and diversifying sourcing networks enhances resilience against geopolitical risks. Investing in digital transformation, including automation and cloud computing, improves operational efficiency. By embracing these strategies, businesses can better manage complexity, maintain competitiveness, and build a more resilient distribution model in today's dynamic market.

How is digitalization transforming the way components are sourced, sold and delivered? Are we seeing a shift toward e-commerce platforms and digital supply chains?

While digitalization is transforming the sourcing, selling, and delivery of components, there is a noticeable shift away from traditional e-commerce platforms in the electronic components industry. These platforms often lack the personalized service, real-time support, and flexibility that customers require, especially during supply chain disruptions or urgent sourcing needs. Instead, companies are adopting more advanced digital supply chain solutions that integrate AI, data analytics, and real-time inventory visibility. These tools enable tailored service, faster decision-making, and improved transparency. The focus is shifting toward digital platforms that combine technology with high-touch service to meet the complex demands of global procurement better.

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Navigating New Tariff Policies and Changing Buyer Behavior

Discover how small and mid-sized businesses can navigate volatile procurement landscapes, adapt sourcing strategies and leverage digital infrastructure to survive and thrive.

For small and mid-sized businesses, procurement has never been simple, but it's rarely been this volatile. In recent months, costs have surged across key categories, suppliers have grown harder to rely on and the policy landscape is once again shifting. With the United States having officially ended the de minimis exemption for sub-\$800 imports from China and Hong Kong this month, SMBs are bracing for even greater disruption, and so are shoppers.

This change, which removes tariff-free treatment for low-value shipments, is poised to hit smaller businesses disproportionately hard. Many SMBs rely on frequent, lower-volume imports to maintain agility and preserve cash flow. The new rules will force these businesses to absorb tariffs of up to 120% or flat surcharges as high as \$200 per shipment—costs that can't easily be passed on to customers in today's price-sensitive environment.

Even before the new tariffs take effect, we've seen a steep climb in procurement costs. At Katana, we analyze over \$300 mil-

lion in monthly spend data from more than 500 SMBs across industries like food and beverage, cosmetics, pharmaceuticals and electronics, to name a few. The signals are very clear: procurement pressures are building. In February, average input costs from Mexico and Canada rose by approximately 20% compared to January. By March, those same categories had surged more than 50%. Year-over-year, SMBs are now paying nearly 30% more per unit across essential categories, despite keeping order volumes relatively stable.

This isn't just inflation; however, it's fragmentation. With global trade flows under stress from geopolitics, retaliatory tariffs, shipping delays and growing regulatory scrutiny, supply chains are no longer linear. These are multi-directional issues, and SMBs are vulnerable to policy shifts and this deeply unpredictable climate.

And yet, within the noise and looming trouble ahead, we're also seeing a pattern emerge among the most resilient SMBs who are pulling ahead. These are the companies that are stra-

tegically planning and making sure their operations are flexible. They are leaning in on data to inform smarter decisions for their businesses.

First and foremost, there's a shift underway in sourcing strategies for SMBs. While many large enterprises have long diversified supplier networks and will likely fare well during these tumultuous times, SMBs are playing catch-up, and many are learning how to cope on the fly. For example, some are strategically shifting key purchases to suppliers in Southeast Asia or Eastern Europe to sidestep steep tariffs and reduce risk. Others are exploring reshoring and bringing elements of their supply chain back to North America to mitigate volatility, even if it comes at a slightly higher unit cost. For players in the consumer electronics space, consolidating shipments through a Vietnam-based supplier and transitioning away from China not only reduced exposure to upcoming tariff hikes, but also improved landed cost through fewer shipping delays. This seems to be reflective of a larger trend.

Second, inventory is being treated less as a static asset and more as a dynamic lever for resilience. In a more stable trade environment, just-in-case inventory strategies may have sufficed. Today, we're seeing SMBs use real-time Enterprise Resource Planning (ERP) tools to run simulations, anticipate demand spikes and fine-tune reorder points based on potential policy changes. One cosmetics manufacturer I chatted with recently recounted the impact of a 25% increase in raw material costs and how they adjusted batch sizes and safety stock thresholds to preserve margins while maintaining service levels.

The third trend is about speed and scenario planning. Weekly, if not daily, procurement reviews have replaced the old quarterly check-ins. Procurement leaders are tracking not just prices but lead times, backorders and geopolitical risk. This agility is crucial as the U.S. handles current trade wars, with further trade policy changes potentially on the horizon. We're advising SMBs to prepare now for multiple futures, including deeper tariffs, new country-specific restrictions or additional shifts in customs enforcement.

What's clear is that the SMBs weathering this moment most effectively are those investing in the right digital infrastructure. Cloud-based ERP systems don't just streamline operations; they give procurement and operations leaders the visibility to move quickly, forecast accurately and act proactively. For many growing manufacturers, these platforms are now table stakes.

We're definitely in uncharted territory navigating this level of global uncertainty. But by adopting flexible sourcing strategies, SMBs are best positioning themselves to survive and

perhaps even thrive through the next wave of disruptions. It'll be interesting to see how the effects of this spring policy shift play out. But I anticipate the ones that make it will be the ones thinking a few steps ahead.

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Does Your Company Have a Formal AI Strategy for Supply Chain?

New Gartner survey finds that just 23% of supply chain organizations have put a formal artificial intelligence strategy in place to manage their supply chains.

Artificial intelligence (AI) is a powerful tool with roots dating back to the 1950s (or much earlier than that, depending on whom you ask), but its widespread integration into mainstream business operations is still relatively new. This is particularly true for supply chains, where the technology holds true promise—yet most companies continue to approach AI adoption with individual projects rather than a unified strategy.

This approach isn't unusual in a rapidly-advancing technology landscape, where new innovations, tools, applications and programs are proliferating at a high rate of speed. Sitting down and coming up with a formal approach for every single one of them is simply not feasible.



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From Data Silos to Competitive Advantage

How procurement and supply chain departments can break down data silos, integrate operations and leverage unified insights for collective success.

Supply chain teams are constantly battling data silos, those closed-off data sets that can limit analytical capabilities, impede access to internal and external insights and interfere with strategic decision-making. This long-standing challenge isn't new by any means, but it is becoming increasingly bothersome as organizations generate, capture and analyze more and more data.

Consider this: the world will copy, create, capture and consume **181 zettabytes of data** this year—up from 149 zettabytes in 2024. To put this in perspective, one zettabyte equals 1 sextillion bytes, or the equivalent of what 250 billion DVDs can hold. With 90% of the world's data generated only within the last two years, IDC estimates that global data volumes are doubling every four years.

A good portion of that data will be generated and used by the world's supply chains, which have become increasingly digital, complex and intertwined over the last 5-10 years. These massive volumes of data will put even more pressure on the data silos that already hinder collaboration, efficiency and visibility.

Simply put, operating with disconnected information is no longer a viable strategy for any modern supply chain. "Operationally, these silos mean that your supply chain team might not be aware of inventory issues that the warehouse team is experiencing, leading to misaligned operations, delays, and disruptions for end customers," Chain.io warns in *"Overcoming Data Silos in Global Supply Chains."* Data silos also hamper analytical abilities. If internal teams can't access data that lives outside of a specific organization or department, for example, they won't be able to access valuable insights that drive strategic decision-making.

The good news is the same technology that's generating all of this data can also help effectively break down silos, support better information flows and create single sources of truth for all stakeholders to work from. Here are four different ways procurement and supply chain leaders can begin to break down their data silos and turn their insights into competitive advantages:

1) Assess your current tech stack. The first step in breaking down data silos is identifying what you already have. Take stock of your existing systems, including procurement,

transportation management (TMS), warehouse management (WMS) and enterprise resource planning (ERP) systems. "Consider partner and vendor systems as well because smooth data flow is vital for collaborative ventures," Chain.io advises.

2) Encourage a culture of teamwork and collaboration. Technology can manage a lot of the heavy lifting on the data integration side, but the people using the systems also have to be onboard with, trained on and aware of the benefits of working with those solutions. One way to ensure adoption is by fostering a culture of teamwork. This is especially important for organizations where departments have historically operated as independent silos. "Start by defining clear, shared objectives that align with business goals," Rafael A. Vela advises in *"Supply Chain Collaboration: Breaking Down Silos to Drive Efficiency."* "Whether it's improving on-time delivery or reducing costs, everyone in the supply chain must understand how their roles contribute to the bigger picture."

3) Focus on end-to-end supply chain integration. According to *Armstrong & Associates*, such integrations must include:

- *Unified systems and technologies.* Invest in systems that promote information sharing. This could be a centralized platform like an ERP or interconnected system that allows different departments to access and share information in real-time.
- *Seamless communication across stakeholders.* "Open and consistent communication between all stakeholders –suppliers, manufacturers, distributors and customers– is vital," Armstrong & Associates says. "This can be achieved through shared platforms, regular meetings and clear communication protocols."
- *Real-time data sharing.* Having access to real-time data on inventory levels, demand forecasts, production schedules and delivery status empowers everyone to make informed decisions and respond quickly to changes.

4) Create a convincing business case. Getting approval for new IT projects takes a certain finesse in today's resource-constrained business environment, but Armstrong & Associates outlines some of the clear benefits of replacing siloed systems with integrated platforms. For example, when information flows freely across your supply chain, processes become streamlined and automated. In CFO speak, this translates into less time wasted on manual tasks, fewer errors and faster turnaround times. End-to-end integration provides a clear, real-time view of the supply chain and helps you avoid potential disruptions, service interruptions and other issues that can impact the bottom line.

What's On Tap for the Second Half of 2025?

A new PwC survey finds that about 50% of business executives expect today's uncertainty to last less than a year, with some anticipating issues to extend through the next presidential election.

We're just about to wrap up the first half of 2025, which makes now a great time to start preparing for the rest of the year. Procurement and supply chain professionals have been dealing with more than their fair share of volatility and uncertainty this year, but there are also some new opportunity areas opening up as organizations assess their strategies and adjust accordingly.

In its new Pulse Survey, PwC recognizes the current challenges businesses are facing and offers a glimpse into what's coming next. "While nearly half (48%) of the business executives surveyed expect today's uncertainty to last less than a year, many anticipate it could extend through the next presidential election," PwC says in its report.



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The Electronic Component Specialists

TTI robots wheel across a two-story high gridded expanse of the warehouse, deftly picking electronic components from coded bins for delivery to specialists who check them for order accuracy. The order then travels along a two-mile snake of conveyors through millions of cubic feet of racks, shelves and billions of components that make up the Paul E. Andrews Jr. Distribution Center in Fort Worth, Texas. The destination is an automated packing machine that will size, seal and label the optimum shipping container for next-day delivery to a TTI customer.

It's a long way from a half-century ago when the TTI founder and distribution center namesake sorted resistors into paper bags at his kitchen table and hand-delivered them to manufacturers around Fort Worth. From that modest beginning, TTI has grown to 9,000 employees supporting

more than \$9 billion in global sales, making the company a key contributor to the Berkshire Hathaway family of companies. Today, TTI serves customers from hundreds of offices and distribution centers on every continent but Antarctica.

This financial strength, depth of experience and infrastructure allows the people of TTI to provide unparalleled reliability that the company's customers and supplier partners depend on. That's a rare commodity in a world where supply chains seem to be broken more than not. And it's more than just a remarkable on-time delivery record, TTI works upstream with suppliers to manage and stock components to a breadth and depth of inventory that customers can rely on.

This TTI inventory is a curated, specialized mix of fully authorized electronic components focused on interconnect, passive and

electromechanical, known as IP&E, as well as discrete semiconductors, sensors, optoelectronics, power and protection components. Some distributors carry thousands of lines, TTI works with fewer than one hundred, a select few of the industry's premier suppliers, chosen for their ability to provide our customers value based on established reputations for quality, innovation and delivery.

One key difference TTI customers know is the personal touch and expertise TTI Specialists bring to their relationship. With local branch offices around the world, the TTI human components are available to bring vast component intelligence right to the buyer's desk and product details and samples to the design engineer's workspace. This personal service is complemented by a depth of technology that links TTI inventory around the world

and information systems offerings to seamlessly integrate that inventory into customer manufacturing platforms through APIs.

The TTI history of innovation, service and reliability has helped enable a technological revolution across a wide array of industries including defense, space exploration, medical technologies, transportation, manufacturing, environmental, energy and more. As electronification moves our world. Manufacturers around the globe rely on TTI's experience as a proven supply chain partner to meet whatever challenges the future may hold.



tti.com



For all your Interconnect, Passive and Electromechanical components phone 1.800.CALL.TTI or visit us online at tti.com

TTI also has discrettes, sensors, opto, speciality semis, protection components, and more, **in stock and ready to ship.**

Relax

One call to **The IP&E Specialists at TTI**

Can take care of **80%** of your

Bill of Materials. And you can upload that

to **tti.com** with just one click!





Making a Business Case for Procurement Technology

How to convince decision makers to take a chance on new procurement tech tools and solutions by demonstrating return on investment and how they align with broader strategic goals.

Companies are investing in more digital tools, software platforms and IT systems that help automate and support procure teams, processes and tasks. Typically lumped under the “procurement technology” umbrella, these solutions are helping chief procurement officers (CPOs) and their teams work smarter, better and faster—often with fewer internal resources.

As with any technology investment, getting the “powers that be” to approve the purchase and implementation of procurement tech isn’t always easy. Companies are assessing their budgets more carefully than ever right now, and competing priorities may win out when it comes to allocating dollars to cover IT investments.

The good news is that procurement is increasingly seen as a function that’s ripe for more technology, automation and innovation. In other words, companies have awakened to the fact that their procurement departments can’t be expected to manage increased workloads, work growing supplier bases

and do their jobs with the same tools they’ve been using for years (or decades, in some cases).

According to [Emergen Research](#), the global procurement software market is on track to reach nearly \$18 billion by 2032—up from \$6.7 billion in 2022. It says increased demand for cloud-based procurement solutions and the rising need for automated and efficient procurement processes are the key factors driving market revenue growth for the sector right now.

Software developers are also embedding more artificial intelligence (AI) and machine learning into their procurement solutions. These advanced options help companies automate “increasingly complex procurement processes while enhancing decision-making,” says Emergen.

Of course, getting CFOs and other decision-makers to sign off on major IT investments requires a certain finesse. When making a business case for procurement tech, for example,

CPOs have to be able to articulate measurable return on investment (ROI), tangible benefits and related cost reductions that the software will produce.

In “Getting to the digital ‘yes’ – What makes a good case for procuretech,” Spend Matters says CPOs and procurement teams should start with an understanding of the key benefits that the new piece of technology will provide. Look outside of the “procurement bubble” for a moment and make sure the investment aligns with the corporation’s broader objectives. And, go beyond just “saving money” and carefully assess the relationship between the problem, the solution and the technology itself.

Here are five more strategies that Spend Matters recommends to CPOs that need help making the business case for new procurement technology:

- 1. Don’t overlook the softer benefits.** CFOs may be focused on dollars, cents and profit & loss (P&L) statements, but there’s always room to include soft results (e.g., risk reduction) in your presentation.
- 2. Efficiency gains are another good selling point** that procurement professionals can use, including cost savings like reduction in invoice or purchase order (PO) processing costs or reduction in unauthorized purchases.
- 3. Be able to talk the integration talk.** If you’re making the case to a CIO or CTO, these executives will want to know how the new technology will integrate into existing systems or how the upgrade will work.
- 4. Get ready to answer these questions:** How will this system reduce the organization’s financial burden? How will it fit into an overall system architecture? And, why are you deploying this system now versus another one on your digitalization roadmap?
- 5. Put procurement first.** Use these different types of “ROI language” to describe procurement-specific benefits for the new technology:
 - Reduction in unauthorized purchases
 - Reduced maverick spend
 - Increased purchasing from approved suppliers (to maximize negotiated savings capture, etc.)
 - Carbon footprint reduction
 - Better supplier diversity
 - Better alignment with corporate goals
 - Reduction in organizational risk through audit trails and better budget control, safeguards against

- non-compliance, secure data storage and supplier compliance
- Share of product innovation coming from suppliers

Digital procurement is no longer a luxury; it’s a strategic imperative for organizations. Securing investment for these technologies hinges on the CPO’s ability to craft a comprehensive business case that articulates clear ROI, efficiency gains and softer benefits like risk reduction and strategic alignment.

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Why Infrastructure Matters in the Age of Real-Time Supply Chains

From data pipelines to delivery trucks, the infrastructure behind real-time supply chains is redefining speed, resilience and visibility.

Today’s supply chains operate as high-speed information networks, built to transmit data instantly, reliably and without interruption. Whether you’re tracking containers across oceans or syncing inventory between suppliers and storefronts, speed and visibility are the new currency. The era of real-time supply chains is here, and its reshaping efficiency, resilience and competitiveness.



[READ MORE](#)



7 Ways Procurement Teams Can Leverage the Power of AI

As artificial intelligence becomes more deeply embedded in business processes, procurement teams are leveraging the advanced technology in different ways.

Artificial intelligence (AI) came in with a bang and has been going strong ever since. It's touching most corners of the business world, procurement included. From automating routine tasks like invoice processing to helping buyers pinpoint demand fluctuations to assisting with supplier selection, AI is helping procurement departments save money and time; automate manual tasks; and operate more efficiently.

Artificial intelligence is also helping procurement teams move faster, manage the risks that are being thrown at them and deliver even more strategic value to the organizations that they support. "Traditional tools were not designed to address the level of complexity faced by enterprises navigating a landscape of technological shifts and global market disruption," Levelpath points out in a recent [Institute for Supply Management \(ISM\) article](#). "That is why organizations are turning to AI-driven procurement automation to upscale their processes."

7 Ways AI Supports Procurement

Here are seven different ways electronics procurement departments can use AI to reduce complexity, save time and reduce manual work:

- 1. Sync data across sources.** Manual entry, fragmented data and approval routing delay cycle times and drain resources. "AI-driven automation streamlines these processes by creating a unified ecosystem where data, applications, and workflows operate in sync," Levelpath says.
- 2. Optimize spend and demand.** With the application of AI and generative AI (gen AI) technologies, [McKinsey & Co.](#) says category management can be automated and accelerated in multiple ways. For starters, spend categorization algorithms can create cleaned spend cubes seamlessly. Demand forecast and optimization accuracy will improve as a result, making sourcing, demand, and supply

chain control and optimization that much more relevant and on target.

3. Redefine cycle times. The unified approach to procurement doesn't just improve cycle times; it also redefines them. Organizations adopting this approach see measurable efficiency gains, according to Levelpath. "Procurement teams deliver outcomes in days, resources shift from administrative burden to strategic value creation, and control improves even as processes accelerate."

4. Manage external profitability drivers. Take commodity prices, for example. Using AI, procurement teams can easily combine internal data with external market reports and databases. They can then use machine learning algorithms to uncover patterns and trends in commodity prices. "Chief procurement officers and category managers will rely on such predictions," McKinsey says, "to stay at the forefront of industry profitability with real-time transparency on price volatility exposure."

5. Track spending. Cost reduction remains a core focus for most procurement teams. From vendor selection to compliance and risk mitigation, AI helps procurement teams reduce unnecessary spend and improve outcomes. "Real-time analytics allow teams to track spending patterns, consolidate contracts, and avoid costly errors," Levelpath adds.

6. Enhance supplier relationships. These bonds are critical to long-term success. By continuously analyzing supplier data, AI enables proactive management of partnerships. In return, procurement teams gain real-time insight into compliance, performance and negotiation. "AI can also simplify RFP comparisons, vendor communications, and renewal processes," Levelpath says. "This approach ensures supplier capabilities stay aligned with evolving business needs."

7. Manage and mitigate supply chain risks. Last but definitely not least, procurement departments can transform AI into a risk mitigation tool. In fact, McKinsey predicts that by 2030—just five years from now—procurement departments will be using digital supply chain twins to get "near live" views of the associated supply chain risk. "Procurement will not only have a thorough understanding of the present state of its supply chain," the firm says, "but will also be able to simulate the risk level given forecasted business growth, the occurrence of risk events, and the effect of mitigation actions."

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5 Ways Leaders Can Survive and Thrive in a Turbulent 2025

Discover how AI, data visibility and other supply chain management strategies can enhance resilience, improve forecast accuracy and enable agile operations amidst disruptive external factors.

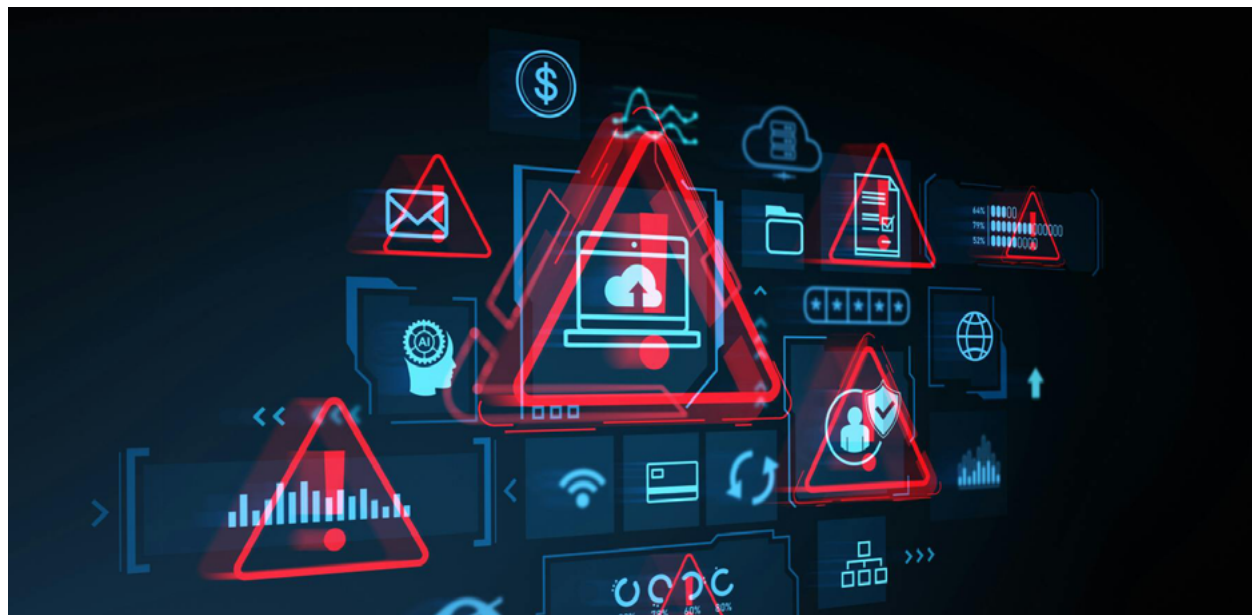
The number of external factors impacting supply chains is higher than in most industries. Natural disasters, war, labor shortages, private interests and consumer behaviors are only a few of the things managers and leaders need to adapt to every year. The beginning of 2025 has introduced many trends and upsets in supply chain management that will likely continue for the foreseeable future. How can teams maintain optimism and persistence?

1. Come to Terms with the Divergence

At a recent supply chain symposium, stakeholders discussed how disruptive the current landscape is, calling it a generational shift or divergence. Professionals described it as being defined by artificial intelligence, geopolitical conflict and economic instability.



[READ MORE](#)



7 Digital Weak Points That Could Break Your Supply Chain

From cybersecurity flaws to outdated tools, digital gaps can quickly lead to costly weak links.

Supply chains run on more digital systems than ever before, from cloud tools to connected platforms and global data streams. That setup brings huge advantages such as faster decisions, better visibility and tighter coordination. However, with all that tech comes more complexity, and the more systems you depend on, the more chances there are for errors to creep in and issues to arise.

7 Vulnerabilities to Monitor

Most weak points don't scream for attention. They hide in plain sight until they start to slow you down, confuse your teams or cost you time and money. Here are seven common digital vulnerabilities that supply chain leaders should watch for, and what to do about them.

1. Siloed Systems and Fragmented Data

When systems don't integrate with one another, stakeholders must rely on numerous communication channels. This usually means more emails, spreadsheets and time wasted chasing information. Say a supplier updates their delivery timeline, but your inventory system doesn't reflect it until hours later.

Suddenly, production slows down and customer timelines shift. Disconnected procurement platforms, logistics tools and customer service data make it harder to see the full picture, and even harder to act quickly.

That kind of friction shows up in delays, mismatched reports, duplicated work or decisions based on outdated info. In a real-time environment, you can't afford to guess. You need one clear source of truth, shared across the chain.

Solving this starts with integration. Whether through unified software or smart APIs, the goal is a connected flow of information that keeps teams aligned and moving fast. Integration doesn't have to be a massive overhaul. Even small steps, like syncing data between two core platforms, can make a big difference in speed and clarity.

2. Cybersecurity Gaps

It only takes one weak link to put the whole chain at risk. With so many digital connections, from vendors and partners to cloud systems and logistics platforms, supply chains are prime targets for phishing, ransomware and data breaches.

According to the World Economic Forum's [Global Cybersecurity Outlook 2025 Insight Report](#), 54% of large companies say supply chain vulnerabilities are the top obstacle to cyber resilience. That's a big signal that protecting your tech stack isn't just about IT; it's a business priority.

Build a strong foundation with endpoint protection, encryption, access controls and regular training. Companies that prepare in advance usually bounce back fastest from threats.

3. Unreliable Internet or Hosting

If your tools are [hosted in the cloud](#), your internet connection becomes your lifeline. Slow speeds, spotty uptime or overloaded servers can delay updates, freeze dashboards or block key transactions.

This kind of disruption is annoying, but more importantly, it can break momentum when timing really matters. During a delivery window or inventory handoff, a few minutes of downtime can cause a ripple effect through the entire process.

The solution is reliable hosting, fast connections and strong failovers. Monitor uptime and performance so your digital systems don't let your teams down when they need them most.

4. Outdated Tools

If your software feels stuck in 2012, it probably is. Legacy systems might technically still work, but they're often slow, clunky, hard to integrate and harder to scale. Think of an old ERP that doesn't play well with new reporting tools; it creates silos, slows upgrades and frustrates users.

Worse, they make it difficult to roll out automation, use real-time analytics or connect to newer tools your teams want to use. Security can also become a bigger concern the longer the systems go without updates.

Regular audits help spot what's falling behind. From there, you can plan a phased upgrade that improves performance without throwing your whole operation into chaos.

5. Rigid Software

Supply chains change constantly, with new products, partners and markets, and you need tools that move with you. But too many platforms are rigid, hard to customize and slow to adapt.

When software can't scale or adapt, teams start working around it. That's when things slip through the cracks. You end up with outdated tracking sheets, half-finished automations and confusion about who's doing what, where.

Good tech should make change easier, not harder. Look for platforms that let you adjust workflows, connect with other systems and support the way your team already works.

6. Weak Communication Setup

Clear communication keeps everything moving, especially when teams are remote or scattered across time zones. But when your meeting tools lag, crash or confuse users, conversations slow down and coordination slips.

Poor video calls, clunky chat apps or unreliable connections can turn a 10-minute check-in into a 30-minute mess. Compare that to a sharp setup with clear video, good sound and no dropouts, and it's easy to see your communications setup's impact.

Utilizing reliable video conference solutions [offers numerous benefits](#), helping teams and stakeholders stay connected remotely. This results in faster decisions, fewer missteps and smoother supply chain execution.

7. Low Adoption and Training

Even the most cutting-edge tools won't help if no one knows how to use them. Training is often overlooked, but it's a huge factor in whether systems deliver value.

Sometimes teams are required to use a new platform without context. Other times, the software isn't user-friendly to begin with. Either way, low adoption leads to slow processes, poor visibility and inconsistent execution.

Keep training simple, clear and ongoing to [empower those using it](#) and build a resilient team. When people see how tech makes their jobs easier, they're more likely to embrace and use it to its full potential.

Spot the Weak Points Before They Slow You Down

The tools behind your supply chain are an integral part of how you compete, grow and deliver. But they need attention. From cybersecurity and hosting to training and communication, every link in the chain matters.

The upside is that these weak spots are all fixable and addressing them now sets your team up for smoother scaling and smarter decision-making down the line. With the right tools and habits in place, your supply chain can become faster, stronger and ready for whatever comes next, whether that's global growth, tighter timelines or shifting market demands.

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SETTING THE STANDARD IN ELECTRONIC DISTRIBUTION

As a top 50 electronics distributor, Heilind Electronics connects industry-leading customer service with a broad portfolio of interconnect, electromechanical, and sensor products to outperform competitors. With an unwavering commitment to customer satisfaction, we support customers and their industries through expert technical support and innovative supply chain solutions that streamlines business.

With over 50 years of experience, Heilind is dedicated to driving our customers' success in 2025.

Q&A WITH HEILIND ELECTRONICS

› What new market trend are you seeing so far in 2025?

In 2025, the electronics distribution industry is witnessing a significant surge in demand driven by advancements in artificial intelligence (AI), high-performance computing and automotive electrification. Heilind is playing a role in these surges with a broad portfolio of customers in industries that support EV and data centers.

› How are geopolitical events, the rising costs of business and the labor shortage impacting your organization?

Geopolitical tensions, including trade disputes and regional conflicts, have introduced complexities in global supply chains, leading to increased costs and potential disruptions. The imposition of new tariffs has further exacerbated these challenges, resulting in higher import costs for electronic components that Heilind supplies.

Additionally, the industry is grappling with a persistent labor shortage, affecting both blue-collar workers and skilled engineers. This shortage has hampered some manufacturing capacities and has created some delays in the product development cycles.

› What new ESG (environmental, social and governance) initiatives or plans have you put in place?

Heilind Electronics is committed to advancing its ESG objectives. Our initiatives include reducing our carbon footprint through energy-efficient operations and promoting sustainable sourcing practices.

Through a combination of our internal energy management initiatives, and externally purchased carbon credits, Heilind has been able to reduce our CO₂ Intensity (per unit of sales) by 68% from 2022 vs 2024.

This is consistent with our ongoing goal to proactively manage and reduce our CO₂e Intensity across our global operations.

› What other challenges are you working through, and how are you overcoming them?

Beyond geopolitical and labor challenges, the industry is facing issues related to supply chain resilience and component shortages. To address these, Heilind is diversifying its supplier base, investing in inventory management systems and collaborating closely with partners to forecast demand accurately. These strategies aim to mitigate risks and ensure consistent product availability.

› Where do the opportunities lie right now, and how is your company leveraging them?

Opportunities abound in sectors such as AI, 5G, automotive and industrial automation. Heilind is capitalizing on these by expanding its product portfolio to include components tailored for these applications. We are also strengthening our technical and design support teams to assist customers in integrating advanced technologies into their designs.

› What do you see ahead for the rest of the year (any new trends, challenges, opportunities, etc.)?

The remainder of 2025 is expected to bring continued growth in AI and electrification sectors. However, challenges such as tariff-induced cost pressures and supply chain uncertainties will persist. Heilind plans to navigate these by enhancing its digital infrastructure, fostering supplier partnerships and maintaining agility in operations to adapt to market dynamics.

› What specific challenges are you facing due to the new tariffs?

The recent implementation of elevated tariffs, including a 125% duty on certain Chinese imports, has significantly increased the cost of electronic components. This has impacted pricing strategies and necessitated adjustments in sourcing practices. Heilind is responding by optimizing import logistics and working closely with customers to manage cost implications.

Heilind Electronics remains steadfast in its commitment to delivering high-quality components and services, navigating the complexities of the current landscape with resilience and strategic foresight.



Visit heilind.com for solutions tailored to your needs.

HEILIND CONNECTS

TOP 50 GLOBAL Electronics Distributors



SUPPLYCHAIN
connect™

Company	Locations	Employees	Founded	Headquarters	2024 Global Revenue
1. Arrow Electronics, Inc.	140	21,520	1935	Centennial, CO	\$27,923,324,000
2. WPG Americas Inc.	63	5000	2005	Scottsdale, AZ	\$27,400,000,000
3. Avnet	250	15,462	1921	Phoenix, AZ	\$23,757,000,000
4. Wesco **	50 countries	Approx. 6700	1922		\$8,500,000,000
5. TTI, Inc., Consolidated	150	9300	1971	Fort Worth, TX	\$7,860,000,000
6. Future Electronics *	160	5,500+	1968	Pointe-Claire, QC Canada	N/A
7. DigiKey	14	4,715	1972	Thief River Falls, MN	\$3,500,000,000
8. Smith	25	900	1984	Houston, TX	\$2,600,000,000
9. NewPower Worldwide	14	155	2014	Nashua, NH	\$2,255,000,000
10. Newark Farnell	-	3300	1934	Richfield, OH	\$1,476,000,000
11. Heilind Electronics	-	-	1974	Wilmington, MA	\$1,146,379,000
12. Master Electronics	17	652	1967	Phoenix, AZ	\$593,000,000
13. WIN SOURCE ELECTRONICS	13	318+	1999	Shenzhen, China	\$568,000,000
14. FDH Electronics	9	700	1970	Oklahoma City, OK	\$382,000,000
15. bisco Industries	52	630	1973	Anaheim, CA	\$375,800,000
16. RS Americas	-	9000+	1937	Fort Worth, TX	\$369,000,000
17. Rochester Electronics, LLC *	19	800+	1981	Newburyport, MA	Privately Held
18. Transfer Multisort Elektronik (TME)	12	1500	1989	Łódź, Poland	\$303,031,506
19. Powell Electronics	8	240	1946	Swedesboro, NJ	\$300,000,000
20. PEI-Genesis *	22	800+	1946	Philidelphia, PA	Privately Held
21. Shenzhen Unibetter Technology Co.,Ltd.	7	244	2009	Shenzhen, China	\$240,000,000
22. Shenzhen Shengyu Electronics Technology Limited	4	-	2016	ShengZhen, China	\$235,211,831
23. Richardson Electronics, Ltd.	24	427	1947	LaFox, IL	\$226,000,000
24. Rand Technology	9	300	1990	Irvine, CA	\$200,000,000
ARS Electronics Company Ltd.	10	220	1998	JiNing, China	\$200,000,000
25. Chip 1 Exchange	18	550	2001	Neu-Isenburg, Germany	N/A
26. Galco Industrial Electronics	-	243	1975	Madison Heights, MI	\$168,286,000
27. Astute Electronics Ltd.	22	395	1989	Stevenage, United Kingdom	\$165,000,000
28. Flying Technology Co., Ltd.	10	270	2010	Hong Kong, China	\$150,000,000
Alantys Technology	14	230	2001	Argenteuil, France	\$150,000,000
29. ICSOLE TECHNOLOGY LIMITED	3	95	2016	Shenzhen, China	\$135,000,000
30. Cytech Systems Limited	6	120	2013	Hong Kong, China	\$125,000,000
31. Flame Enterprises	2	62	1969	Chatsworth, CA	\$120,000,000
32. ÖZDİSAN ELEKTRONİK A.S.	6	315	1980	Istanbul, Turkey	\$118,000,000
33. Hughes-Peters	8	160	1921	Dayton, OH	\$113,000,000
34. Marsh Electronics	8	138	1935	Milwaukee, WI	\$98,466,444
35. Flip Electronics	4	100	2015	Alpharetta, GA	\$95,600,000
36. Ample Solutions	8	286	2008	Singapore	\$90,000,000
37. Steven Engineering	3	119	1975	South San Francisco, CA	\$88,595,000
38. Rebound Group	40	405	2003	Newbury, United Kingdom	\$88,538,651
39. Anglia Components Plc	1	140	1972	Cambs, United Kingdom	\$87,000,000
40. All Tech Electronics, Inc.	2	36	1993	Hawthorne, NY	\$85,300,000
41. Classic Components Corporation	20	140	1985	Torrance, CA	\$80,000,000
42. Brevan Electronics	2	63	1983	Nashua, NH	\$78,300,000
43. Falcon Electronics	3	19	1994	Commack, NY	\$62,700,000
44. Air Electro Inc.	1	85	1952	Chatsworth, CA	\$57,000,000
45. Area51 Electronics	4	61	1999	Irvine, CA	\$56,243,180
46. IBS Electronics	10	150	1980	Santa Ana, CA	\$54,000,000
47. NASCO AEROSPACE & ELECTRONICS	1	30	2021	St Petersburg, FL	\$53,074,179
48. THJ(HK) TECHNOLOGY LIMITED	3	-	2012	Shenzhen, China	\$52,000,000
49. Freedom USA	4	52	1999	Odessa, FL	\$48,000,000
50. Supreme Components International Pte Ltd	14	75	2001	Singapore	\$44,995,406

* Publisher's Estimate ** Wesco's 2024 Annual Report

TOP 50 NORTH AMERICAN Electronics Distributors



SUPPLYCHAIN
connect™

Company	Locations	Employees	Founded	Headquarters	2024 Global Revenue
1. Arrow Electronics, Inc.	140	21520	1935	Centennial, CO	\$27,923,324,000
2. WPG Americas Inc.	63	5000	2005	Scottsdale, AZ	\$27,400,000,000
3. Avnet	250	15462	1921	Phoenix, AZ	\$23,757,000,000
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20. Hughes-Peters	8	160	1921	Dayton, OH	\$113,000,000
21. Marsh Electronics	8	138	1935	Milwaukee, WI	\$98,466,444
22. Steven Engineering	3	119	1975	So. San Francisco, CA	\$88,595,000
23. All Tech Electronics, Inc.	2	36	1993	Hawthorne, NY	\$85,300,000
24. ADI/American Distributors *	4	-	1983	Randolph, NJ	N/A
25. Brevan Electronics	2	63	1983	Nashua, NH	\$78,300,000
26. Falcon Electronics	3	19	1994	Commack, NY	\$62,700,000
27. Air Electro Inc.	1	85	1952	Chatsworth, CA	\$57,000,000
28. Area51 Electronics	4	61	1999	Irvine, CA	\$56,243,180
29. IBS Electronics	10	150	1980	Santa Ana, CA	\$54,000,000
30. NASCO Aerospace & Electronics	1	30	2021	St. Petersburg, FL	\$53,074,179
31. Edge Electronics *	4	-	1990	Bohemia, NY	N/A
32. March Electronics	2	40	1972	Bohemia, NY	N/A
33. Diverse Electronics	3	47	1993	St. Laurent, Quebec	\$35,400,000
34. Benchmark Connector *	1	48	1997	Sunrise, FL	\$35,000,000
35. Marine Air Supply	1	15	1965	Frederick, MD	\$28,800,000
36. Agility Engineering and Manufacturing Solutions	1	55	1952	St. Paul, MN	\$25,000,000
37. Sonicare Solutions	1	55	2000	Boynton Beach, FL	\$25,000,000
38. Kensington Electronics Inc.	1	24	1990	Austin, TX	\$21,168,800
39. Advantage Electric Supply *	1	15	1993	Hayward, CA	N/A
40. Jameco Electronics *	1	75	1974	Belmont, CA	N/A
41. Elna Magnetics *	2	-	1955	Saugerties, NY	N/A
42. Peerless Electronics inc. *	1	100	1917	Bethpage, NY	N/A
43. Beyond Components *	12	-	1987	Westford, MA	N/A
44. PUI	3	30	1983	Irvine, CA	\$15,440,934
45. Powertech Controls *	1	50+	1991	Ronkonkoma, NY	N/A
46. Suntsu Electronics, Inc.	1	25	2002	Irvine, CA	\$13,200,000
47. Microwave Components, LLC *	15	34	1980	Stuart, FL	N/A
48. Nexgen Micro Electronics *	1	-	2019	Irvine, CA	N/A
49. Megastar Electroniques Inc.	1	15	1989	Montreal, QC Canada	\$6,000,000
50. Cumberland Electronics *	2	-	1962	Harrisburg, PA	N/A

* Publisher's Estimate
** Wesco's 2024 Annual Report

TOP 25 INDEPENDENT Electronics Distributors



TOP 20 WOMAN Owned Distributors



Supply Chain Connect has compiled a list of the Top 20 Women-Owned Distributors in North America. These businesses represent a blend of regional, national, and international distribution leaders across a range of industries and verticals, providing electronic components, semiconductors, wire, industrial fasteners, supply chain solutions and more.

Supporting the growth and success of these women-owned companies signifies the strengthening of diversity and equity in the supply chain. Take the opportunity to learn more about these women-owned distribution companies and how to engage with them through the information provided below.

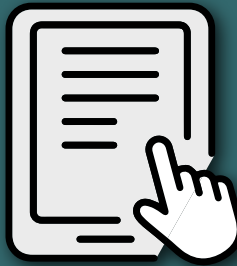
Company	Locations	Employees	Founded	Headquarters
1. Smith	25	900	1984	Houston, TX
2. NewPower Worldwide	14	155	2014	Nashua, NH
3. Rand Technology	9	300	1990	Irvine, CA
4. Velocity Electronics	77	207	1999	Austin, TX
5. Sourceability	20	300+	2015	Doral, FL
6. Classic Components Corporation	20	140	1985	Torrance, CA
7. A2 Global Electronics + Solutions	-	-	1978	St. Petersburg, FL
8. Direct Components	1	80+	1998	Tampa, FL
9. Freedom USA	4	52	1999	Odess, FL
10. C Plus Electronics	5	-	2003	Tustin, CA
11. CTrends	1	-	2003	Foothill Ranch, CA
12. Microchip USA	2	52	2021	Tampa, FL
13. Component Electronics Inc.	1	-	2001	Mississauga, ON - Canada
14. ASAP Semiconductor	1	-	2009	Anaheim, CA
15. Megastar Electroniques Inc.	1	15	1989	Montreal, QC - Canada
16. Abacus Technologies	6	-	1981	Naples, FL
17. 4 Star Electronics	1	-	2001	San Clemente, CA
18. Eagle Technology Solutions	1	-	1996	Lake Forest, CA
19. Serendipity Electronics	1	-	1991	Northport, NY
20. Electronic Expeditors	1	-	1953	Camarillo, CA
21. Chip Stock LLC	2	18	2013	Charlotte, NC
22. NetSource Technology	1	-	1997	San Clemente, CA
23. VRG Components, Inc	1	-	2014	Matthews, NC
24. Inland Empire Components, Inc.	1	-	1989	Lake Elsinore, CA
25. Bristol Electronics	1	-	1972	Salem Lakes, WI

Company	Locations	Employees	Founded	Headquarters
1. Rand Technology	9	300	1990	Irvine, CA
2. Brevan Electronics	2	63	1983	Nashua, NH
3. Falcon Electronics	3	19	1994	Commack, NY
4. EDGE Electronics	4	-	1990	Bohemia, NY
5. Marine Air Supply	1	15	1965	Frederick, MD
6. M3 Technology	1	-	1998	Bellport, NY
7. Powertech Controls	1	50+	1991	Ronkonkoma, NY
8. March Electronics	2	40	1972	Bohemia, NY
9. Nexgen Micro Electronics	1	-	2019	Irvine, CA
10. Silver State Wire	1	-	1991	Sparks, NV
11. Inland Empire Components	1	4	1989	Lake Elsinore, CA
12. Serendipity Electronics	1	-	1991	Huntington, NY
13. Spirit Electronics	1	-	1979	Phoenix, AZ
14. Taw Electronics	1	-	1963	Burbank, CA
15. Dayton Nut & Bolt	4	-	1961	Dayton, OH
16. Defense Suppliers	1	-	1999	Cocoa Beach, CA
17. ES Components	1	-	1981	Sterling, MA
18. Amidon, Inc	1	20	1963	Costa Mesa, CA
19. Component Solutions, Inc.	1	-	1994	Webster, NY
20. Solvix Solutions, Inc.	1	-	2013	Marlton, NJ

2025

DISTRIBUTION OUTLOOK

This Annual Report will provide forecasts, perspectives and analysis through interviews from a wide variety of distributors.



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