

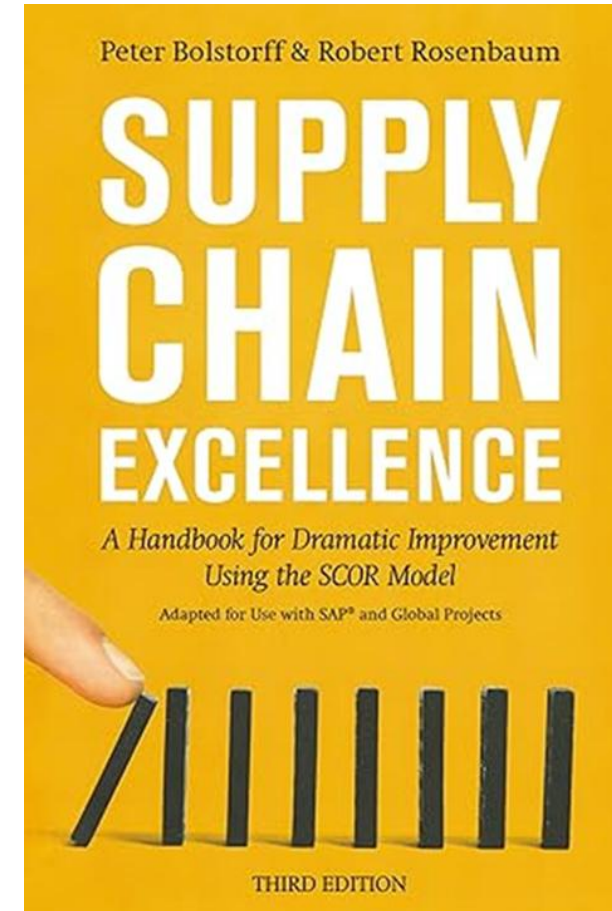
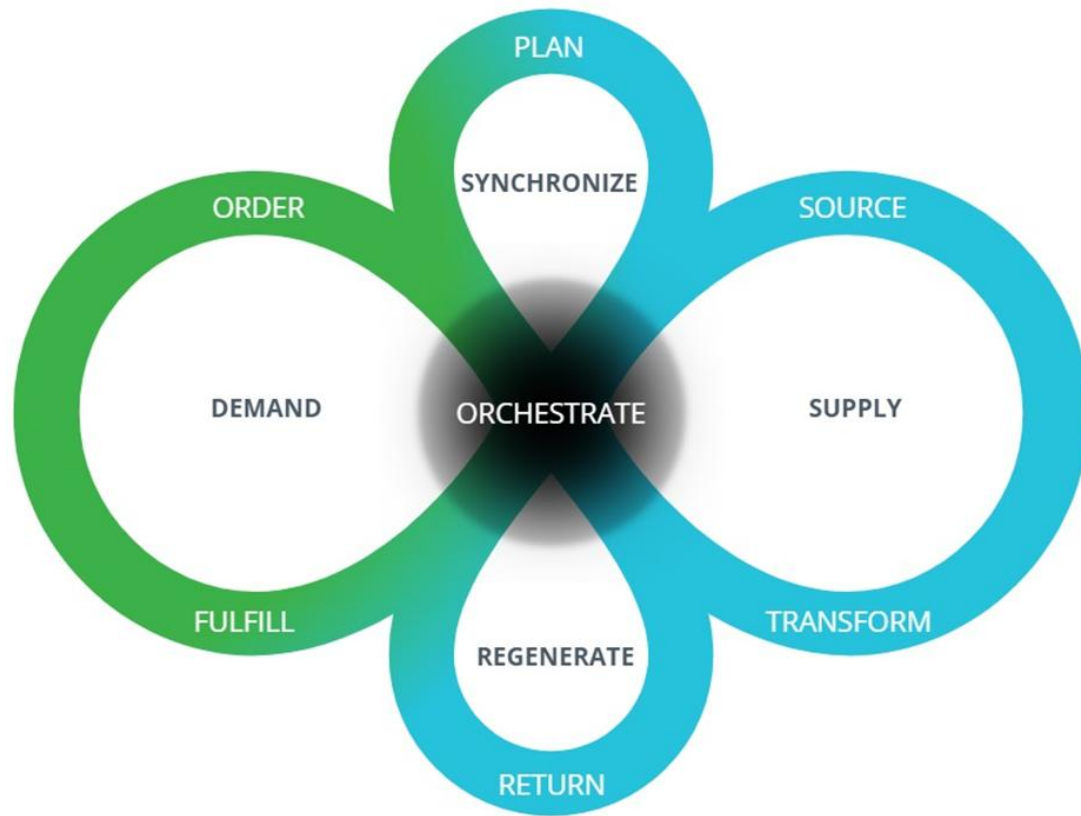
Leadership in a Supply Chain Excellent Organization

A Strategic Alignment Workshop

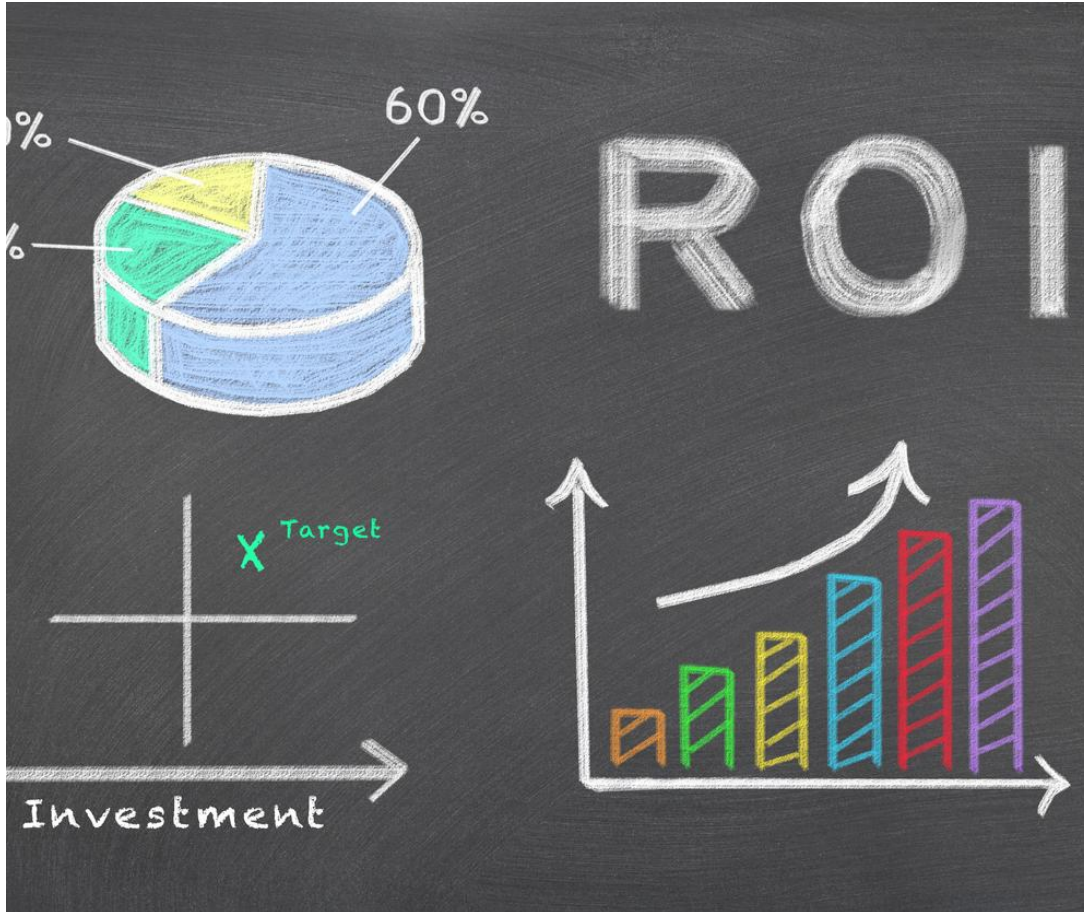
Based on SCOR DS and insights from Supply Chain Excellence

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Program Creator, Author, Mentor



Performance Driven Learning Programs Deliver 12-Month ROI



Financial Impact Proofpoint

26 clients - 90 supply chain
improvement programs - \$202M of
cumulative Cost-to-Serve benefits
on \$13.5B of aggregated client
revenue

Who This Workshop Is For

- Senior leaders, supply chain professionals, and change agents
- 1–2 people per company participating as strategic scouts
- Individuals empowered to bring back ideas and catalyze transformation

Workshop Objectives

1. **Understand the SCOR DS framework** and its role in enabling digital, resilient, and orchestrated supply chains
2. **Simulate a 16-week supply chain transformation project** – experiencing key phases, deliverables, and decisions that compare performance, process, practices, and people to industry best practices
3. **Develop a leadership-aligned program scenario** reflecting on the alignment of your supply chain strategy with business goals, shareholder value, and current capability maturity
4. **Build a mini business case and roadmap** to propose an internal version of the workshop followed by a real improvement project

Who's in the Room

- Name
- Role / Function
- “What’s one opportunity or challenge you see for our supply chain in the next 12–18 months?”

Your Mission Today

- **Experience** a simulation of a SCOR DS–aligned transformation project
- **Learn** how to align leadership around supply chain excellence
- **Equip** yourself to sell the concept internally
- **Inspire** your organization to invest in real improvement

Working Together Effectively

- Respect all perspectives
- Be present and engaged
- Use data, not opinions
- Stay open to new ideas
- Timebox discussions
- No devices unless needed for the session

What You'll Take Back

Materials

www.inspiresce.ai/workshop-files

1. *Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, 3rd Edition*
2. Workshop Presentation (pdf)
3. Program Charter Template (pdf)
4. Exercise Templates (Excel)
5. Supply Chains to Admire 2023 Industry Benchmark (pdf)
6. Deep Research on High Impact Supply Chain Practices, Competencies, and AI Readiness (pdf)
7. Top 3 Practice Maturity, Competency Proficiency, and AI Readiness Self-Assessments (pdf)
8. Program Executive Summary (Word)
9. AI Governance Report (pdf)

A SCOR DS–based transformation structure

Project tools, deliverable templates, and leadership insights

A “mini business case” for an internal workshop

Ideas to engage your organization in a real improvement initiative

Workshop Agenda

1. Welcome & Introductions
2. The Impact of Supply Chain on Shareholder Value
3. SCOR and Supply Chain Excellence Overview
4. Supply Chain Segmentation and Competitive Advantage
5. Metrics and Benchmarks
6. Processes and Data
7. Practices and People
8. Wrap-Up and Next Steps

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Supply Chain Excellent Organizations...

- Grow revenue and market share faster; are more profitable; and have higher rates of Return on Invested Capital
- Are more resilient both in the face of disruption and how to learn from it
- Leverage 80% of system functionality through process management
- Recognize supply chain as a strategic asset versus just a means to reduce cost
- Prioritize best-in-class resilience to meet increasingly demanding customer requirements
- Tailor their supply chains to the needs of different customer segments
- Are investing in digital capabilities that differentiate supply chain capabilities
- Bi-directionally orchestrate demand, supply and a regenerative chain
- Are working toward end-to-end supply chain alignment with CSR-ESG commitments
- Are defining value added AI augmentation and automation at the process level

A Checklist for Supply Chain Excellence

- ✓ Align organization (RACI) on the end-to-end supply chain
- ✓ Define and segment supply chains
- ✓ Prioritize performance attributes that are aligned with business strategy to achieve competitive advantage
- ✓ Define common set of metrics and benchmark supply chain performance to help identify strategic gaps that drive shareholder value
- ✓ Establish process blueprints for each supply chain configuration (SCOR Level 3) that enable high utilization of system functionality and improve data integrity
- ✓ Prioritize strategic focus areas and practices based on metric impact
- ✓ Identify critical digital capabilities
- ✓ Assess and close talent gaps

Supply Chains to Admire – 2023

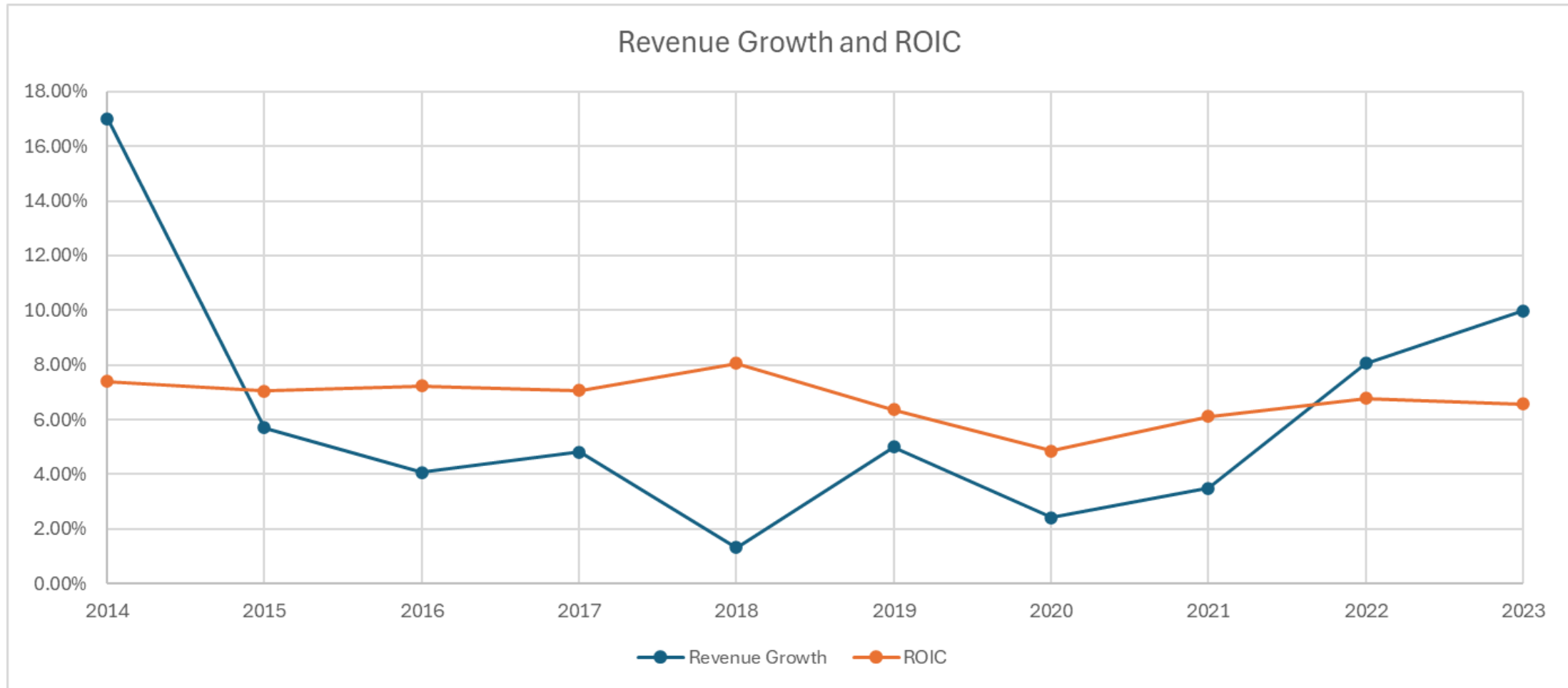


Supply Chains to Admire Industry Benchmarks

- A&D
- Apparel Manufacturers
- Automotive
- Automotive Parts
- Beverages
- Chemical
- Containers & Packaging
- Contract Manufacturers
- Diversified Industries
- ECommerce
- **Food**
- Furniture
- Household Durables
- Household Non-Durables
- Medical Device
- Oil & Gas
- Personal Products
- Pharmaceuticals
- Restaurants
- Retail Apparel
- Retail Broadline
- Retail Drug
- Retail Food
- Retail Home Improvement
- B2B Technology
- Semiconductors
- Telecommunications
- Tires
- Truck and Heavy Equipment

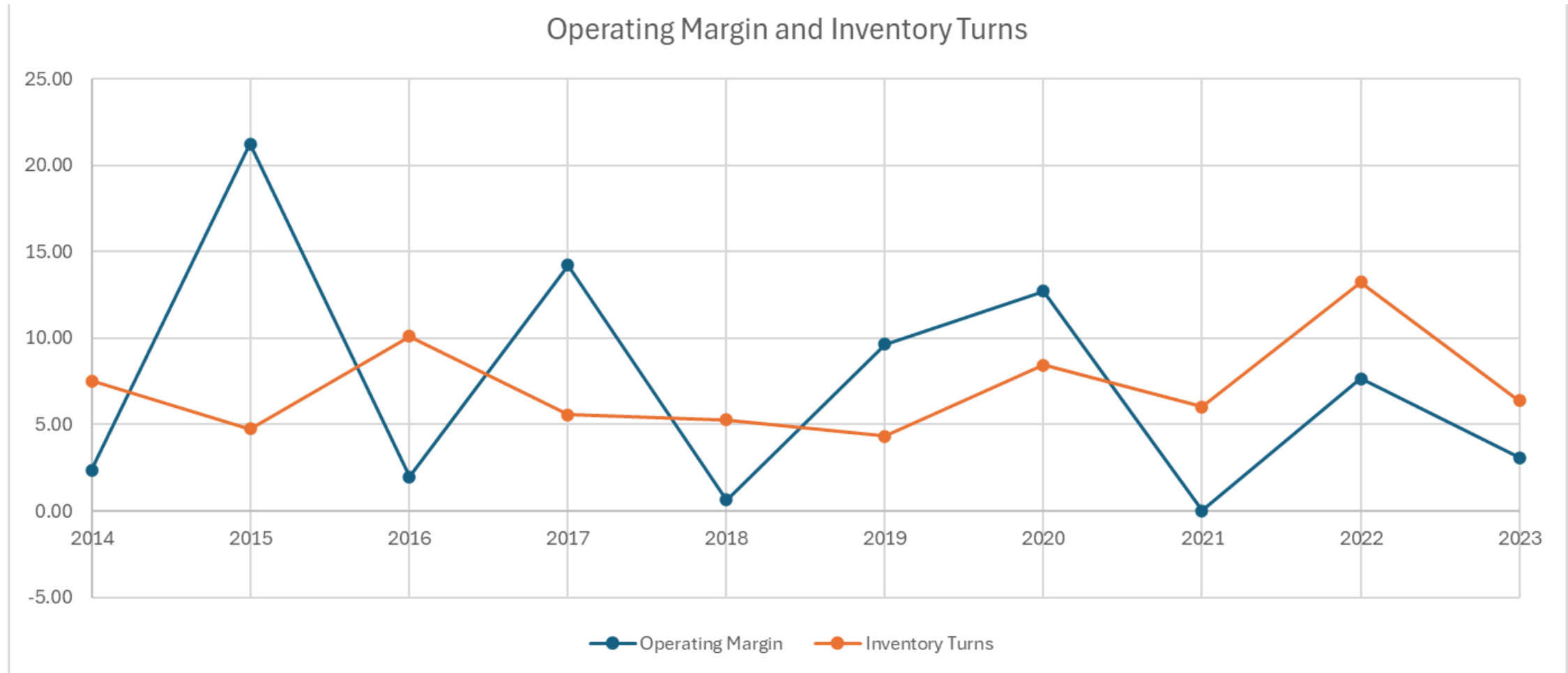
Dimensions of Shareholder Value

Food and Beverage Industry



Dimensions of Shareholder Value

Food and Beverage Industry



Discussion

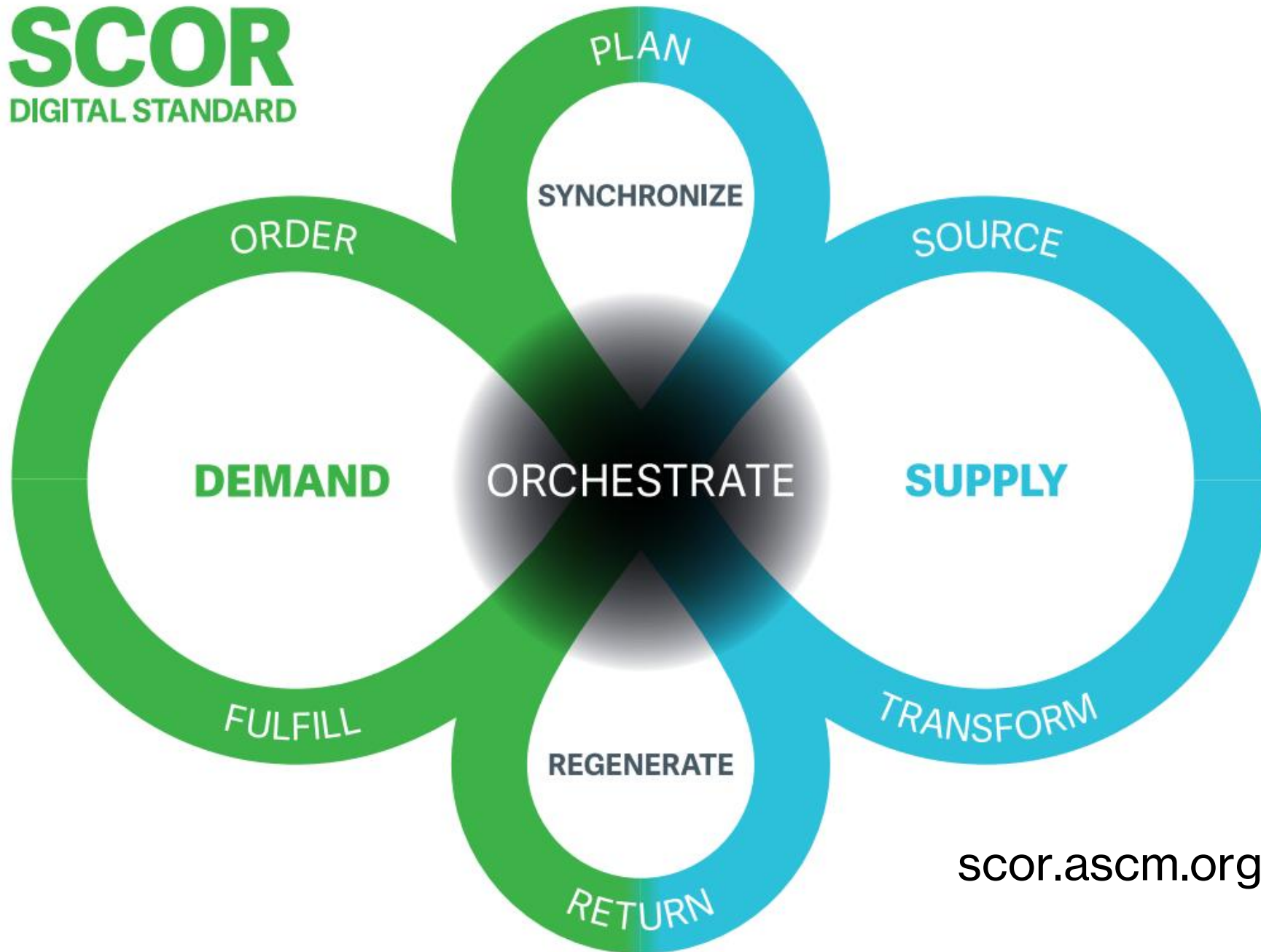
What supply chain factors are affecting

- Operating margin?
- Inventory turns?
- Revenue growth?
- Return on invested capital?

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SCOR
DIGITAL STANDARD



scor.ascm.org

End-to-end Supply Chain



Orchestrate



Plan Supply Chain

**Plan
Order**

**Plan
Fulfill**

**Plan
Transform**

**Plan
Source**

**Plan
Return**

Order

B2C
B2B
Intracompany

Fulfill

B2C
B2B
Intracompany

Transform

Product
Service
MRO

Source

Strategic
Indirect
Direct

Return

Product
Service
MRO

1. Supply Chain Strategy
2. Business Rules
3. Performance and Continuous Improvement
4. Data, Information and Technology
5. Human Resources
6. Contracts and Agreements
7. Network Design
8. Regulatory and Compliance
9. Risk
10. Environmental, Social, and Governance
11. Enterprise Business planning
12. Segmentation
13. Circular Supply Chain Management

Supply Chain Excellence Program Structure



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- Phase 0 – Build Organizational Support
- Phase 1 – Define Program Scope
- Phase 2 – Analyze Performance
- Phase 3 – Develop Project Portfolio
- Phase 4 – Implementation Plan
- Launch

Program Charter Template

Leadership in a Supply Chain Excellent Organization – Your Company Masterclass Program Charter

Executive Sponsor:

Business Sponsor:

Department:

Program Leader:

Start Date:

Approval Date:

Revision Date:

Executive Summary

The business objective of this program is to develop the next generation of Your Company supply chain leaders through a **learn-by-doing** masterclass structured as a team oriented, hands-on program. This immersive experience leverages **SCOR DS process engineering** of the end-to-end supply chain to drive real-world improvements in supply chain performance and optimize system utilization. The team will work together on a **practical, impact-driven initiative**, applying strategic insights, AI-enabled analytics, and best practices to solve business challenges. Through guided mentorship and iterative problem-solving, they will develop critical leadership skills while delivering measurable results tied to **operating margin, inventory turns, return on invested capital (ROIC), and revenue growth**. By integrating structured learning with hands-on execution, this masterclass ensures that Your Company's supply chain talent is not only equipped with knowledge but also empowered to **implement solutions that drive shareholder value and long-term business success**.

Scope:

All major Your Company Global markets

All major product families

All SCOR DS processes: Orchestrate, Plan, Source, **Make** (Transform), Order, Fulfill and Return

Supply chain leaders (CSCO direct reports plus their direct reports) that are responsible for demand (forecasting) and supply planning, purchasing (sourcing), manufacturing, logistics, customer service, financial control

Related corporate functions including IT, sales, marketing, and finance.

4 targeted shareholder metrics: operating margin, inventory turns, return on invested capital, and revenue growth

Related level 1 SCOR metrics for Reliability, Responsiveness, Agility, Cost, Assets, Environmental, and Social.

Related system components of ERP, planning, and advanced analytics (including AI)

Strategic portfolio driving 2027 to 2029 initiatives

High Level Timeline includes seven monthly, multi-day hybrid classroom sessions rotating between Your Company Global sites

Build organization support and define project scope – May 2025

Analyze Performance: Metrics, Process and Data, Practices and People – June, July, and August 2025

Develop Project Portfolio – September and October 2025

Develop Implementation Plans – November 2025

Professional Fees of \$100,000 – 25 days plus travel and expense

Six, 3-day hybrid workshops rotating the on-site portion between Your Company Global locations

Eight, 3-days of virtual support for weekly progress reviews

One, 2-day strategic alignment workshop

Two, 5-day strategic alignment virtual workshops

I. Introduction

Purpose of the Charter

The project charter is created during the initiation phase of a project to ensure that a complete understanding of the project scope and objectives is established. The document allows confirmation of assumptions and expectations with the executive team, project sponsors, stakeholders, project managers, program manager project, validation and resource team members. **During the course of** the project, change requests may be generated and approved which vary the scope, schedule, or cost of the project. These changes should be documented through the change management process and updates reflected through revisions of the project charter.

Charter Contents

The project charter documents the background and business need for the project as well as expectations for the project moving forward. The project overview provides the project scope, business and project objectives and any assumptions. The project approach outlines the methodology to be used in completing the project along with the schedule, milestones, deliverables and any project dependencies. A budget for the project is presented and the organization of the project team is discussed. Project expectations will be discussed and how project success will be measured. A plan for communication on the project will also be presented.

Maintenance of the Charter

After the initial approval by project sponsor, the project charter will be updated with approved change requests and noted with a revision date on the cover page.

Program Approach

SCOR (Supply Chain Operations Reference) model Version DS will be the basis for this project. The major work tasks will be organized using the discipline highlighted in the Supply Chain Excellence book and is summarized by the activities in Phase 0 – Build Organizational Support, Phase 1 – Define Project, Phase 2 – Analyze Performance, Phase 3 – Develop Project Portfolio, and Phase 4 – Implement Plan. Supply Chain Excellence uniquely combines the concepts Business Process Engineering - Management, Project Management and SCOR DS.

II. Program Overview

Scope

Your Company Global Supply Chain Definition		Markets			
		US, Canada	Rest of Americas	Asia-Pacific	Europe
Product Families	Nutrition	X	X	X	X
	Beauty	X	X	X	X
	Personal Care	X	X	X	X
	Home	X	X	X	X

All major Your Company Global markets

All major product families

All SCOR DS processes: Orchestrate, Plan, Source, **Make** (Transform), Order, Fulfill and Return

Supply chain leaders (CSCO direct reports plus their direct reports) that are responsible for demand (forecasting) and supply planning, purchasing (sourcing), manufacturing, logistics, customer service, financial control

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Strategic portfolio driving 2027 to 2029 initiatives

Business Objective

Develop the next generation of Your Company supply chain leaders through a **learn-by-doing** masterclass structured as a team oriented, hands-on program. This immersive experience leverages **SCOR DS process engineering** of the end-to-end supply chain to drive real-world improvements in supply chain performance and optimize system utilization. The team will work together on a **practical, impact-driven initiative**, applying strategic insights, AI-enabled analytics, and best practices to solve business challenges. Through guided mentorship and iterative problem-solving, they will develop critical leadership skills while delivering measurable results tied to **operating margin, inventory turns, return on invested capital (ROIC), and revenue growth**. By integrating structured learning with hands-on execution, this masterclass ensures that Your Company's supply chain talent is not only equipped with knowledge but also empowered to **implement solutions that drive shareholder value and long-term business success**.

Program Outcomes

Your Company benchmark of supply chain resilience

Updated global scorecard with supporting advanced analytics and targets

Updated process blueprint featuring SCOR DS

Supply chain practice maturity assessment leveraging SCOR DS

Talent development plan

Project portfolio to drive 2027 to 2029 supply chain strategy

2026 quick hits

AI governance template

1

2

3

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Discussion

Who would be candidates for the different roles in a program organization?

- Executive Sponsor?
- Steering Team?
- Program Leader?
- Program Team?

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Defining and Segmenting Supply Chains

The Supply Chain Definition Matrix helps define the number supply chains in relation to your customers and products or services and ultimately helps scope the program

- The matrix scope can be global, regional, or country specific
- The columns are defined by customer groups, markets, or channels
- The rows are defined by product families or groups or business lines
- A supply chain is the intersection of a product and customer
- Supply chains included in the scope can be identified using volume, revenue, margin or other strategic criteria

Supply Chain Definition Template

Supply Chain Definition Matrix		Customer Groups			
		1	2	3	4
Product Groups	A				
	B				
	C				
	D				

Discussion

What other strategic value can the supply chain definition matrix provide for...

- Control tower architecture?
- Advanced analytics?
- AI governance?
- Overall orchestration?

Competitive Requirements

- The objective with competitive requirements is to gain consensus on the priorities for supply chain performance for each customer group or market channel in the supply chain definition matrix
- Leaders must align on the competitive strategy of their supply chain that maximizes shareholder value: operating margin, inventory turns, revenue growth, and return on invested capital
- This necessitates balancing resilience, economic, and sustainability goals and objectives.
- Note, the focus is on desired state, not where you need to improve the most

Competitive Requirements Template

Competitive Requirements		Customer Group from Definition Matrix			
		1	2	3	4
Resilience	Reliability				
	Responsiveness				
	Agility				
Economic	Cost				
	Profit				
	Assets				
Sustainability	Environmental				
	Social				

Discussion

What challenges might you encounter in gaining consensus with...

- Finance?
- Sales and marketing?
- Engineering?
- Product development?
- C-suite?

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Processes
Performance
People
Practices

Introduction
Resilience
Economic
Sustainability

INTRODUCTION TO PERFORMANCE

Definition

The Performance section of SCOR focuses on the measurement and assessment of the outcomes of supply chain performance. Diagnosing supply chain performance consists of three elements: performance attributes, the Process and metrics hierarchies, describe different aspects or dimensions of performance.

- Performance attributes are strategic characteristics of supply chain performance used to express specific strategic directions.
- Metrics are discrete performance measures that are composed of levels of a connected hierarchy.
- Process or practice maturity is a reference tool based on objective, specific descriptions of how to execute accepted best-practice process models and leading practices.

Performance attributes

A performance attribute is a grouping or categorization of metrics used to express a specific strategic direction. For example, "The LX product needs to lead the competition in reliability," and "The XY market requires us to focus on sustainability." SCOR recognizes three performance categories and eight performance attributes.

ATTRIBUTE	LEVEL-1 METRIC
Reliability	RL.1.1 Perfect Order Fulfillment
	RL.1.2 Perfect Supplier Order
	RL.1.3 Perfect Return Order Fulfillment
Responsiveness	RS.1.1 Order Fulfillment Cycle Time
Agility	AG.1.1 Supply Chain Agility
Cost	CO.1.1 Total Supply Chain Management
	CO.1.2 Cost of Goods Sold (COGS)
Profit	PR.1.1 Earnings Before Interest and Taxes (EBIT) as a Percent of Revenue
	PR.1.2 Effective Tax Rate
Assets	AM.1.1 Cash-to-Cash Cycle Time
	AM.1.2 Return on Fixed Assets
	AM.1.3 Return on Working Capital
Environmental	EV.1.1 Materials Used
	EV.1.2 Energy Consumed
	EV.1.3 Water Consumed
	EV.1.4 GHG Emissions
	EV.1.5 Waste Generated
Social	SC.1.1 Diversity and Inclusion
	SC.1.2 Wage Level
	SC.1.3 Training

Scorecard Template

Scorecard					
Performance Attribute			Your Organization's Equivalent Metric (NA if Not Applicable)	Act Est	Industry Parity Level if known
Resilience	Reliability	Perfect Customer Order Fulfillment			
		Perfect Supplier Order Fulfillment			
		Perfect Return Order Fulfillment			
	Responsiveness	Customer Order Fulfillment Cycle Time			
	Agility	Supply Chain Agility			
Economic	Cost	Total Supply Chain Management Cost			
		COGS			
	Profit	EBIT			
		Effective Tax Rate			
	Assets	Cash-to-Cash Cycle Time			
		Return on Fixed Assets			
		Return on Working Capital			
Sustainability	Environmental	Materials Used			
		Energy Consumed			
		Water Consumed			
		GHG Emissions			
		Waste Generated			
	Social	Diversity and Inclusion			
		Wage Level			
		Training			

SCORmark Benchmark by PwC

Attribute	Metrics	Target Performance	Client	Parity (50%)	Advantage (70%)	Superior (90%)	Gap to Target
Reliability	Perfect Order Fulfillment	Parity	85.5	78.5	C 87.8	97.0	-
Responsiveness	Total Order Fulfillment Cycle Time, Stocked Products (Days)	Advantage	44.5	C 17.0	10.5	4.0	34.0
Agility	Supply Chain Flexibility (Days)	Superior	7.0	30.0	16.8	C 3.5	3.5
	Supply Chain Adaptability (%)		25.0	C 25.0	37.5	50.0	25.0
Cost	Total Supply Chain Management Cost (% of Product Revenue)	Advantage	3.7	5.7	4.2	C 2.7	-
Asset Mgmt. Efficiency	Inventory Days of Supply	Parity	26.2	63.3	43.4	C 23.5	-

Discussion

What benefits might a SCORmark bring to your organization?

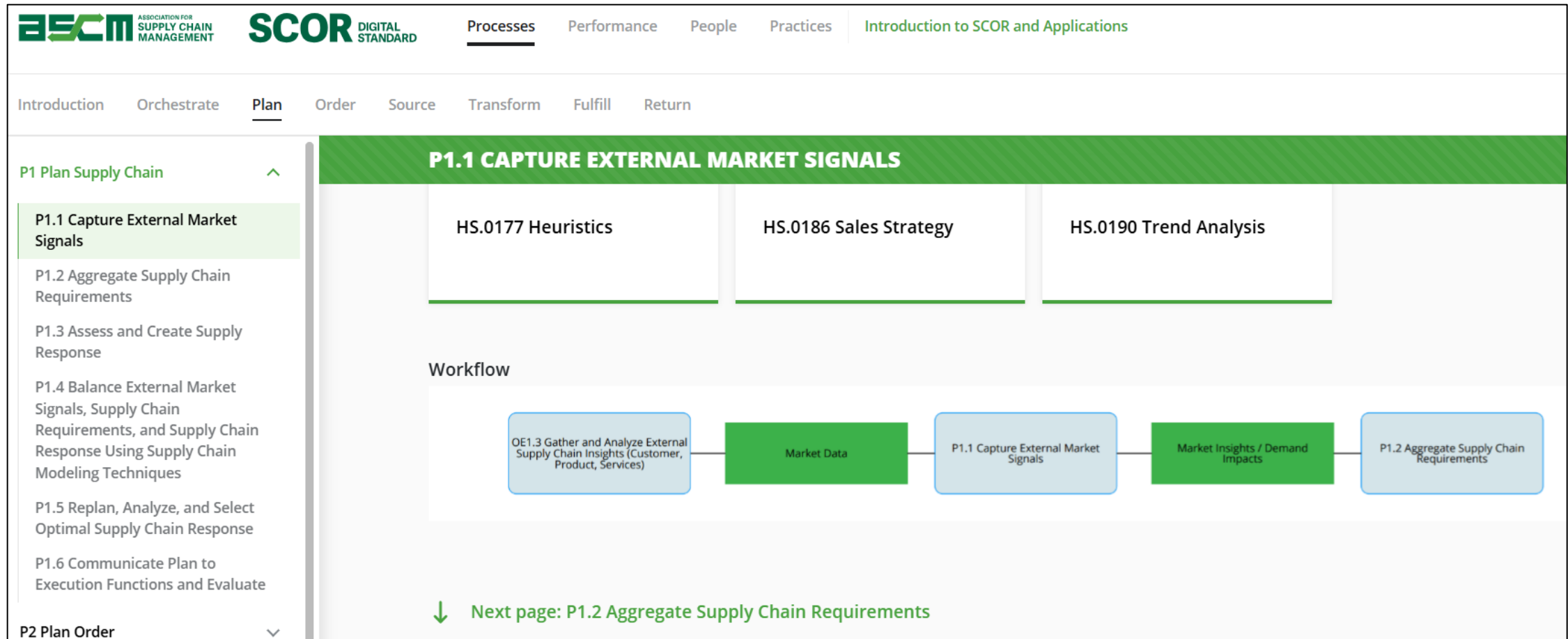
What challenges or obstacles might your organization encounter in attempting to put together a SCORmark?

How are the SCOR metrics related to the shareholder measures in the Supply Chains to Admire benchmark?

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SCOR Level 3 Reference Tools



Blueprints, System, and Data

- Staple Yourself to an Order – page 167
- The SCOR Level 3 Blueprint – page 180
- Tactical Planning Level 3 Blueprint – page 186
- Level 4 Process Blueprints – page 191
- System Utilization by Level 3 Process – page 190
- Master Data Integrity – page 173

Discussion

Blueprints can be used strategically and/or tactically. Which use is more common in your organization?

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SCOR Practices and People Skills

Organized into 19 broad categories

200+ practices

Connected to Process and to People Skills

200+ Skills

INTRODUCTION TO PRACTICES

CATEGORIES	
Business Process Analysis and Improvement	People Management (Including Training)
Customer Support	Planning and Forecasting
Distribution Management	Product Life Cycle Management
Information and Data Management	Purchasing and Procurement
Inventory Management	Reverse Logistics
Manufacturing and Production	Risk and Security Management
Material Handling	Sustainable Supply Chain Management
New Product Introduction	Transportation Management
Order Engineering	Warehousing
Order Management	

- Business Process Analysis and Improvement
- Customer Support
- Distribution Management

- BP.016 Supply Network Planning
- BP.017 Distribution Planning
- BP.037 Manufacturing Direct or Drop Shipment
- BP.089 Perfect Pick Put-Away
- BP.096 Logistics and Warehouse Planning

BP BEST PRACTICES BY CATEGORY

Definition

Best practices are current, structured and repeatable practices that have had a proven and positive impact on supply chain performance. Current means that these practices are not emerging or outdated. Structured means that they feature a clearly stated goal, scope, process and procedure. Proven denotes that they have been demonstrated in a work environment and that they are linked to key metrics. Repeatable shows that they have been proven in multiple organizations and industries.

SCOR best practices have been chosen by SCOR practitioners in diverse industries. It is understood that not all best practices will yield the same results for all industries or supply chains.

Business Process Analysis and Improvement ^

BP.016 Supply Network Planning

BP.023 Business Rule Management

BP.024 Supply Chain Optimization (SCO)

BP.035 Business Rule Review

BP.080 Enterprise Performance Management

BP.082 Continuous Improvement

BP.104 Facility Master Planning

BP.119 Generation of Dynamic Bills of Materials (BOMs)

BP.138 Theory of Constraints (TOC)

BP.151 Real-Time Package Tracking

BP.152 Automated Data Capture

BP.016 SUPPLY NETWORK PLANNING

People

HS.0016 Capacity Planning and Management

HS.0069 Logistics Management

HS.0071 Logistics

HS.0182 Network Design

HS.0189 Supply Chain Mapping

HS.0217 Total Cost of Ownership (TCO)

HS.0016 Capacity Planning and Management

HS.0018 Carrier Selection

HS.0019 Change Order Development

HS.0020 Competitive Bidding

HS.0021 Consignment Agreement Development

HS.0022 Contract Management

HS.0023 Controls and Compliance

HS.0024 Cost Analysis

HS.0025 Business Rule and Policy Management

HS.0026 Credit and Collection Management

HS.0027 Cross-Docking

HS.0028 Customer Order

HS.0016 CAPACITY PLANNING AND MANAGEMENT

Definition

The ability to determine and manage the production capacity needed by an organization to meet changing demands for its products.

Processes

OE7 Network Design

OE7.4 Model and simulate scenarios

OE7.5 Calculate and assess impact projections

OE8.1 Determine regulatory and compliance requirements that apply to business and future compliance requirements

OE12 Segmentation

P1.2 Aggregate supply chain requirements

Deep Research on High Impact Supply Chain Practices, Competencies, and AI Readiness

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Research

A Comprehensive Analysis of High Impact Supply Chain Practices, Competencies, and AI Readiness

Research Objective and Hypothesis

The objective of this research is to deeply explore, analyze, and synthesize the top 25 most impactful supply chain practices, identify the competencies essential for each, and assess how artificial intelligence (AI) is transforming and shaping future competency requirements. The adoption of advanced AI technologies is significantly redefining critical supply chain practices, altering competency requirements, and reshaping workforce strategies. Organizations proactively aligning their supply chain practices and competencies to these AI-driven shifts will achieve substantial competitive advantages.

Research Approach

Our comprehensive analysis follows a structured, rigorous methodology:

- Identification of Practices:**
Initially identified leading supply chain practices through authoritative frameworks (SCOR DS, APQC), professional associations (ASCM, CSCMP, ISM), research institutions (Gartner), technology providers, ISO standards, and recognized industry leaders.
- Deep Research and Data Synthesis:**
Conducted extensive research across multiple sources, frameworks, and industry publications to gather robust, authoritative data on each practice.
- Practice Evaluation and Ranking:**
Developed clearly defined criteria and scoring scales, objectively synthesizing data across strategic impact, operational efficiency, adaptability, innovation, sustainability, and workforce implications.
- Detailed Profiling and Competency Definition:**
Created structured profiles for each top-ranked practice, clearly detailing descriptions, standard framework alignments, common job roles, career paths, multi-dimensional competencies, and AI impact insights.
- AI Impact and Future Competency Mapping:**
Deeply assessed AI's current and future impacts, highlighting shifts in competency needs and delineating generic versus specialized competencies required to leverage AI effectively.

Leveraging AI for Deep Research

AI-assisted deep research methodologies enhanced our analysis by synthesizing extensive industry reports, frameworks, benchmarks, and predictive research. AI-driven analytics provided clarity on emerging trends, supported objective scoring, and highlighted critical shifts impacting supply chain competencies, enabling rigorous, forward-looking insights.

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Deep Research Based Top 25 Supply Chain Practices

Explanation of How Scores Were Generated

Scores were objectively derived from extensive and deep analysis across authoritative frameworks and resources, including SCOR DS, APQC, Gartner research, ISO standards, Oliver Wight publications, and leading technology and consulting firms. Specifically, each criterion was assessed based on:

- Strategic Impact:** Alignment with core strategic goals, industry leadership validation, documented strategic advantages, and extensive adoption across industries.
- Operational Efficiency:** Measured outcomes including cost reductions, productivity improvements, cycle time efficiencies, and robust documentation in industry benchmarks.
- Adaptability & Flexibility:** Ability to respond effectively to dynamic market conditions, disruption management, and resilience demonstrated through industry reports and case studies.
- Innovation & Digital Maturity:** Level of technological integration, digital transformation success, innovation adoption rate, and documented improvements through industry benchmarks and technology provider reports.
- Sustainability & Compliance:** Clear alignment and demonstrated impact in ESG standards, compliance excellence, and sustainable practices as validated by ISO, industry sustainability benchmarks, and authoritative ESG frameworks.
- Workforce Impact:** Documented effects on skill requirements, talent management, career advancement opportunities, and workforce transformation clearly referenced in APICS, ASCM, CSCMP, ISM, and Gartner insights.

Scoring Scale Explanation (1–5):

- 5 (Excellent):** Widely recognized as best practice, extensively validated through multiple authoritative sources, consistently delivering significant measurable impacts.
- 4 (Very Good):** Highly recommended practice, clearly supported by authoritative research, consistently demonstrates strong results with minor identified gaps.
- 3 (Good):** Commonly practiced, with documented positive outcomes but notable areas requiring improvement or greater maturity according to authoritative frameworks.
- 2 (Fair):** Emerging or inconsistent practice; evidence of some benefits but requires significant improvements and broader adoption based on authoritative insights.
- 1 (Poor):** Practice rarely adopted or considered ineffective, lacking substantial validation or demonstrating negative outcomes according to authoritative research.

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Detailed Scoring Table

Rank	Practice	Strategic Impact	Operational Efficiency	Adaptability & Flexibility	Innovation & Digital Maturity	Sustainability & Compliance	Workforce Impact	Composite Score
1	Real-Time Visibility & Control Towers	5	5	5	5	4	4	4.75
2	Demand Forecasting & Planning	5	5	4	5	4	4	4.70
3	Integrated Business Planning (IBP)	5	4	4	5	5	4	4.65
4	Supply Chain Risk Management	5	4	5	4	5	4	4.60
5	Supply Chain Analytics	5	4	4	5	4	4	4.55
6	Inventory Optimization	4	5	4	4	4	4	4.50
7	End-to-End Traceability	5	4	4	5	4	3	4.45
8	Procurement Automation	4	5	4	5	3	4	4.40
9	Digital Twin for Supply Chain	5	4	4	5	4	3	4.35
10	Last-Mile Delivery Optimization	5	5	3	4	3	4	4.30
11	Omni-channel Fulfillment	5	4	4	4	3	4	4.25
12	Warehouse Automation	4	5	4	5	3	3	4.20
13	AI-Powered Predictive Maintenance	4	5	3	5	4	3	4.15
14	Transportation Management Systems (TMS)	4	5	4	4	3	3	4.10
15	Logistics & Distribution Management	4	5	4	4	3	3	4.05
16	Manufacturing Execution Systems (MES)	4	5	3	4	3	3	4.00
17	Workforce Planning & Optimization	4	4	4	3	3	5	3.95
18	Reverse Logistics Management	4	4	4	3	5	3	3.90
19	Supplier Relationship Management (SRM)	4	4	3	3	5	4	3.85
20	Sustainable Sourcing	4	3	3	3	5	5	3.80
21	Blockchain & Supply Chain Transparency	4	3	3	5	4	3	3.75
22	Product Lifecycle Management (PLM)	3	4	3	4	4	4	3.70
23	Circular Economy Practices	4	3	3	3	5	3	3.65
24	Robotic Process Automation (RPA)	3	5	3	4	3	3	3.60
25	Compliance & Regulatory Management	3	3	3	3	5	3	3.55

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Top 3 Practice Maturity, Competency Proficiency, and AI Readiness Self-Assessments

 Research

Detailed Profile: Practice 1 – Real-Time Visibility and Control Towers

Brief Description
Real-Time Visibility and Control Towers provide centralized, real-time monitoring and proactive management of supply chain operations. These platforms integrate data streams from multiple sources, enabling organizations to quickly identify issues, make informed decisions, and enhance responsiveness.

Alignment with Standard Frameworks

SCOR DS Reference (scor.ascm.org)

- PLAN:** Monitor and respond to real-time supply chain performance metrics, supporting proactive decision-making.
- ENABLE:** Leverage integrated technology solutions and analytics to enhance real-time supply chain visibility.

APQC PCF Alignment

- Process 4.1.2:** Manage supply chain performance
- Process 4.4.6:** Manage logistics and warehousing performance
- Process 4.6:** Manage inventory

Common Job Roles and Career Pathing

Entry-level / Analyst Positions

- Supply Chain Visibility Analyst
- Control Tower Operations Analyst

Mid-level / Management Positions

- Supply Chain Control Tower Manager
- Visibility Operations Manager
- Supply Chain Analytics Manager

Senior-level / Executive Positions

- Director of Supply Chain Visibility
- VP of Supply Chain Operations
- Chief Supply Chain Officer (CSCO)

Career Pathing Insight
Professionals typically begin with analytical roles managing data integration and performance metrics, advance into operational management roles overseeing integrated visibility platforms, and ultimately move into strategic leadership positions driving enterprise-wide visibility strategy and execution.

Needed Competencies (Multiple Dimensions)

Technical Competencies:

- Real-time data integration and analytics
- Visibility and tracking technology proficiency
- Dashboard and KPI development

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Process Competencies:

- Cross-functional process integration
- Incident detection and response protocols
- Continuous process improvement

Interpersonal and Leadership Competencies:

- Effective communication and decision-making under pressure
- Stakeholder collaboration and relationship management
- Proactive problem-solving and strategic foresight

AI Impact Analysis and Insights

Current and Near-Term Impact (0-3 years)
AI significantly enhances real-time visibility through predictive analytics, anomaly detection, and proactive alerts, enabling swift identification and resolution of operational disruptions. AI algorithms analyze vast, diverse data sets in real-time, significantly improving operational responsiveness and efficiency.

Medium-Term Impact (3-5 years)
Advanced AI-driven Control Towers will increasingly automate response protocols and recommend proactive measures. Integration of machine learning models will dynamically predict disruptions and suggest preemptive actions, substantially improving predictive accuracy and reducing response times.

Long-Term Impact (5+ years)
AI advancements could enable fully autonomous, intelligent Control Towers capable of self-adjusting supply chain operations. The professional role will evolve significantly towards strategic management, governance, and oversight of AI-driven platforms.

Future Competencies to Support AI Timeline

- Advanced analytics and machine learning interpretation:** Skills for analyzing and translating AI-generated recommendations into effective actions.
- AI systems integration and governance:** Competencies in deploying, managing, and ensuring ethical use of AI within real-time visibility systems.
- Strategic decision-making and governance:** Transitioning professionals from operational roles towards strategic oversight and governance of automated Control Towers.

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 Research

Self-Assessment Survey: Practice 1: Real-Time Visibility & Control Towers

Section 1: Practice Maturity

Rate your organization's overall maturity level for this practice:

- ☐ 1 (Initial)
- ☐ 2 (Developing)
- ☐ 3 (Defined)
- ☐ 4 (Advanced)
- ☐ 5 (Best-in-Class)

Section 2: Enabling Factors

Data Integrity:

- ☐ 1 (Poor)
- ☐ 2 (Fair)
- ☐ 3 (Good)
- ☐ 4 (Very Good)
- ☐ 5 (Excellent)

System Utilization:

- ☐ 1 (Minimal)
- ☐ 2 (Basic)
- ☐ 3 (Moderate)
- ☐ 4 (High)
- ☐ 5 (Optimal)

Section 3: Competency Proficiency

Technical Competencies:

Real-time data integration and visualization tools:

- ☐ 1 (Minimal)
- ☐ 2 (Limited)
- ☐ 3 (Adequate)
- ☐ 4 (Strong)
- ☐ 5 (Expert)

Predictive analytics and decision-support technologies:

- ☐ 1 (Minimal)
- ☐ 2 (Limited)
- ☐ 3 (Adequate)
- ☐ 4 (Strong)
- ☐ 5 (Expert)

Supply chain control tower platform proficiency:

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Discussion

How did maturity compare to competency?

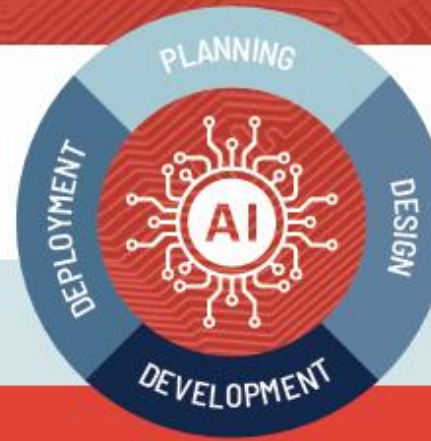
How did maturity compare to system utilization?

How did maturity compare to data integrity?

How ready are you for AI?

AT-A-GLANCE

AI Governance in Practice Report 2024



iapp

FTI CONSULTING | TECHNOLOGY

THE AI LIFE CYCLE

Organisations are responsible for managing risks and harms throughout the AI lifecycle by implementing effective AI governance controls.

See the full [AI Governance in Practice Report 2024](#) for the most common and critical challenges in developing and deploying AI, and actionable remediation strategies.

CHALLENGES



Data

The quality of training, testing, validation and operational datasets used to develop and operate AI systems can generate risks.



Privacy and data protection

The inherent dependency of AI on data can conflict with fundamental privacy principles like data minimization and purpose specification.



Transparency, explainability and interpretability

Users and developers both struggle to explain or interpret the inner workings and outputs of AI systems.



Bias, discrimination and fairness

Bias can encode into AI throughout the system life cycle through the data, algorithms or humans involved in developing and deploying the system.



Security and robustness

Compromised security of AI systems could lead to a range of harms, from incorrect outputs to physical harm.



AI safety

Safety risks include alignment, security, malicious use and rogue behavior risks.



Copyright

Training data for generative AI may include copyrighted content, raising issues related to infringement and fair use.

PRACTICAL APPROACHES



CROSS-CUTTING APPROACHES: RISK MANAGEMENT | TARGET OPERATING MODELS | POLICY AND PROCEDURE | COMPLIANCE ASSESSMENTS | TRAINING AND AWARENESS

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Our Workshop Agenda

1. Welcome & Purpose
2. The Impact of Supply Chain on Shareholder Value
3. SCOR and Supply Chain Excellence Overview
4. Supply Chain Segmentation and Competitive Advantage
5. Metrics and Benchmarks
6. Processes and Data
7. Practices and People
- 8. Wrap-Up and Next Steps**

Proven Next Steps

1. Prepare a program scenario for your organization using the charter template
2. Use the workshop presentation to debrief your team, leadership, and selected influencers highlighting your favorite analytical tools and soliciting interest for an on-site workshop
3. Identify a workshop sponsor and planning team – arrange for a planning session
4. Prepare for the workshop with more organization specific materials
5. Hold on-site workshop with the goal of preparing an actual program charter
6. Incorporate Leadership in a Supply Chain Excellent Organization masterclass program into annual budget and improvement plans

Leadership in a Supply Chain Excellent Organization Masterclass One Pager



Objective: Develop next-gen supply chain leaders through a learn-by-doing masterclass.

Approach: Team-based, hands-on program using SCOR DS for end-to-end supply chain improvement.

Focus: Real-world, impact-driven initiative aligned with business priorities.

Tools: Strategic insights, AI-enabled analytics, and industry best practices.

Development: Builds leadership skills through guided mentorship and iterative problem-solving.

Outcomes: Delivers measurable results in operating margin, inventory turns, ROIC, and revenue growth.

Value: Empowers talent to apply knowledge, implement solutions, and drive shareholder value.

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