

**Client Name**

How well does your supply chain performance and practice stack up?

*Month Year*



## Executive Summary

- Reliability
- Responsiveness
- Agility
- Cost
- Asset Management Efficiency
- Supply Chain Profit

Perfect Order Fulfillment	Order Complete Manufacture to Customer Receipt of Order, Days	Upside Source Flexibility - 20% Increase	Transportation, Outbound Freight and Duties	Inventory Days of Supply	Profitability (EBIT) as a % of Revenue
82.42%	21.00	25.00	0.23%	16.13	15.28%
On Time Delivery Performance to Customer Request Date	Total, Order Fulfillment Lead Time (Make To order)	Upside Source Adaptability - 30 Day Increase	Total Obsolescence for Raw Material, WIP and Finished Goods	Cash To Cash Cycle Time	Expenses (SG&A) as a % of Revenue
80.20%	20.00	5.00%	4.97%	6.68	2.90%

On Time Delivery Performance to Request Date at 75.1% shows a significant gap of 24.6% to reach the delivery performance target of 99.7%. Additionally, key areas of Perfect Order Fulfillment are not currently measured.

There are significant opportunities to shorten the Total Order Fulfillment Cycle Time, particularly for Make to Order, which has a considerable gap of 214.6 days to the target, with 138 days Order Complete Manufacture to Customer Receipt of Order being the largest opportunity.

Enhanced supply chain flexibility can be achieved with current processes, as targeted gaps of 11.7 days and 9.5 days are observed in sourcing and fulfilling flexibility. Moreover, supply chain adaptability reflects 8.3% and 41.3% gaps to targeted performance.

Opportunities exist to reduce Total Supply Chain Management Cost which is very high at 22.9% revenue compared to median of 8.4%. High transportation and distribution costs are immediate areas to look into as well as reducing inventory carrying costs.

Inventory Days of Supply is at 151.3 days is higher than median, showing a gap of 26.3 days to the desired performance. Optimizing inventory levels will decrease costs, and free up working capital.

Opportunities for improvement exist in reducing Expenses (SG&A) and COGS as a percentage of revenue, which currently stand at 19.6% and 51.5% respectively, both exceeding the parity benchmarks of 12.2% and 39.4%. However, EBIT as a percentage of revenue is currently at the parity level of 10.4% and is within the targeted performance.

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● On-Track ● Potential Improvement ● Major Opportunity

# Custom Population Characteristics

Client Name

Client's Products  
XX

Product Revenue **\$80.8M**

Unit shipped **548**

COGS **\$56.8M**

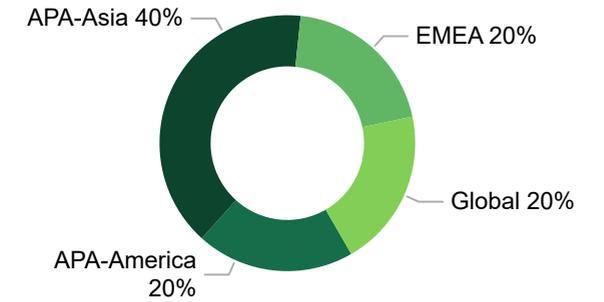
Industry  
Consumer Markets

## Products Manufactured by Peers

- Pharmaceutical and medical products.
- Medical blades and supplies
- Pharmaceutical supplies
- Respiratory health products

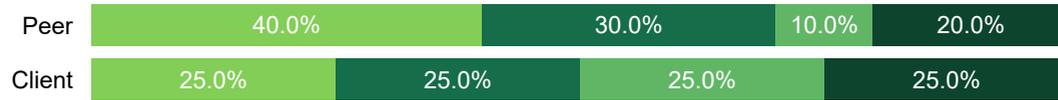
Comparison Set  
**25**

## Geographic Location



## Manufacturing Strategy

● Stocked Products ● Make To Order ● Engineer To Order ● Configure To Order

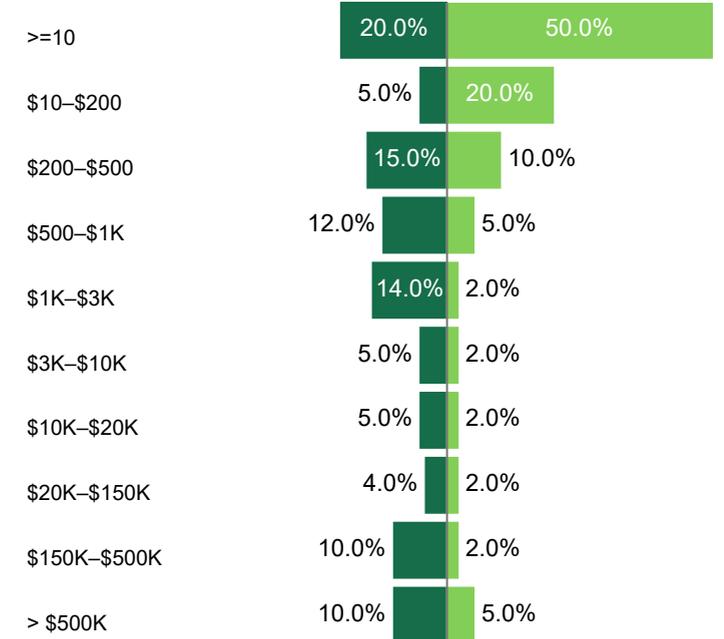


## Manufacturing Process

● Employ Discrete Manufacturing ● Employ Process Manufacturing



## Average Selling price



## Sales Channel

● Direct customer to consumer ● Distributors/Wholesalers ● OEMs ● Retailer

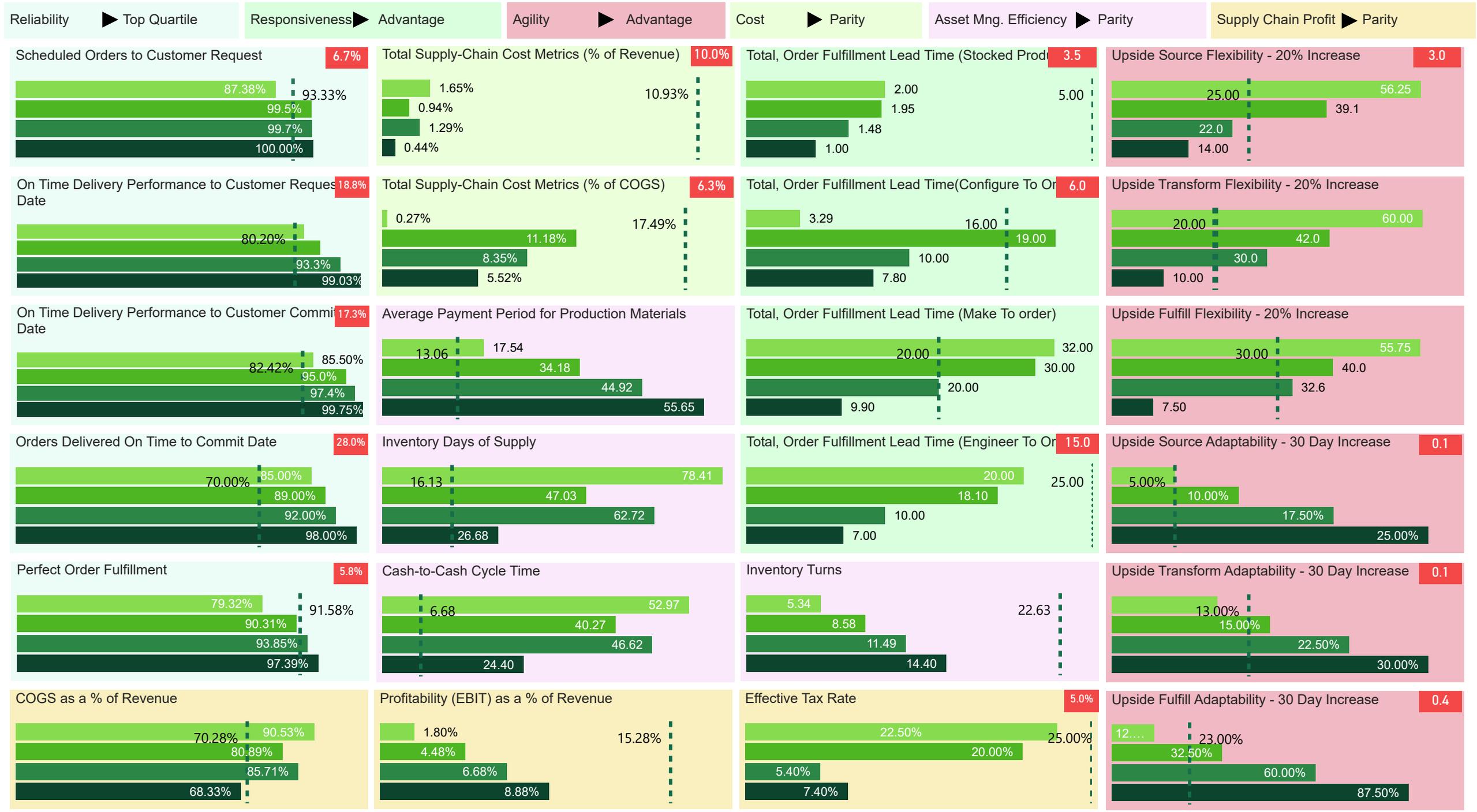


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# Level 1 SCORcard

Bottom Quartile (25%) █ Parity (50%) █ Advantage (62.5%) █ Top Quartile (75%) █ Client █ Gap to target █



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# Reliability

Bottom Quartile (25%)



Parity (50%)



Advantage (62.5%)

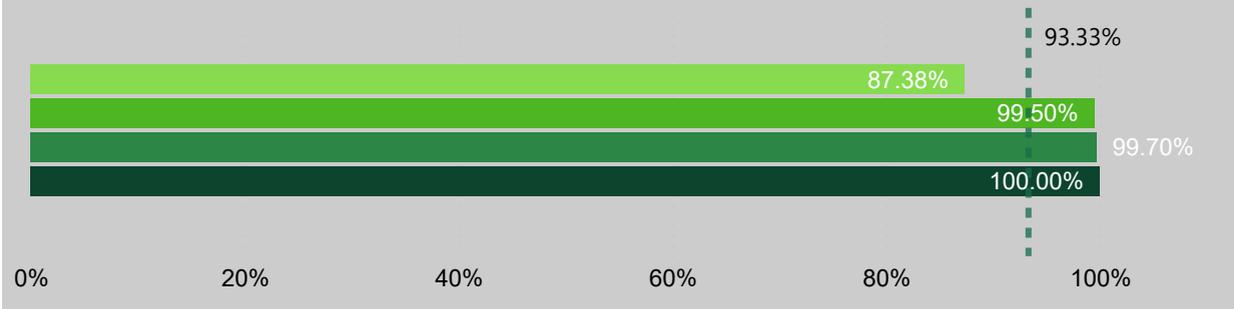


Top Quartile(75%)

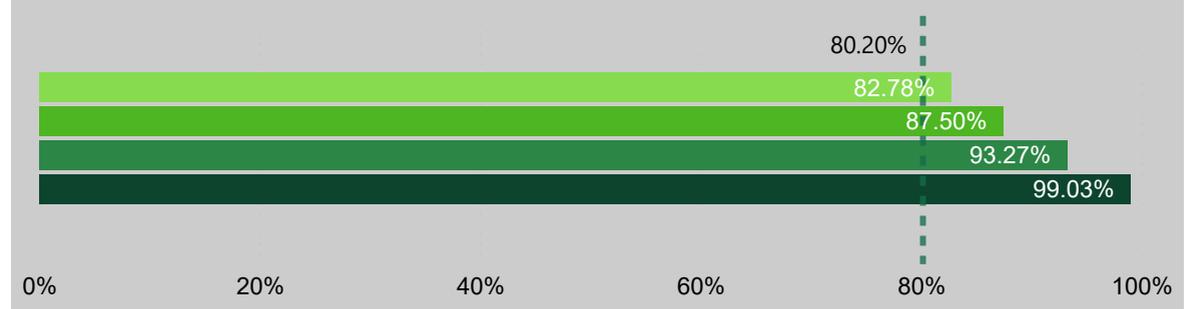


Client

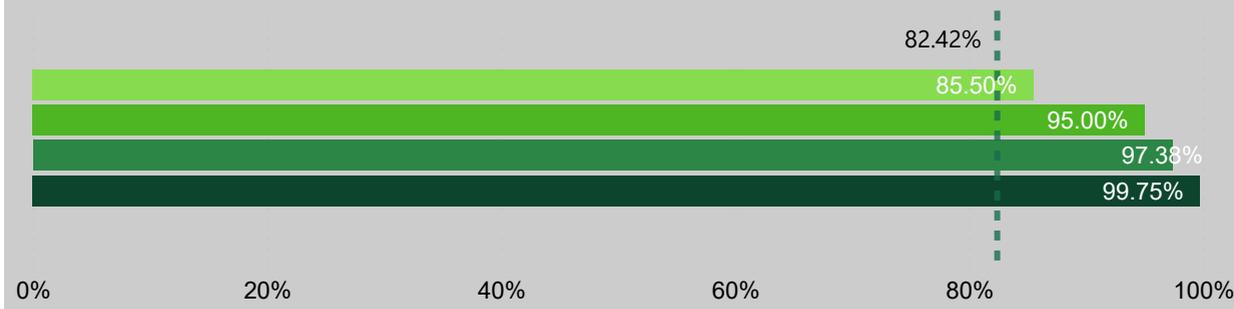
### Scheduled Orders to Customer Request



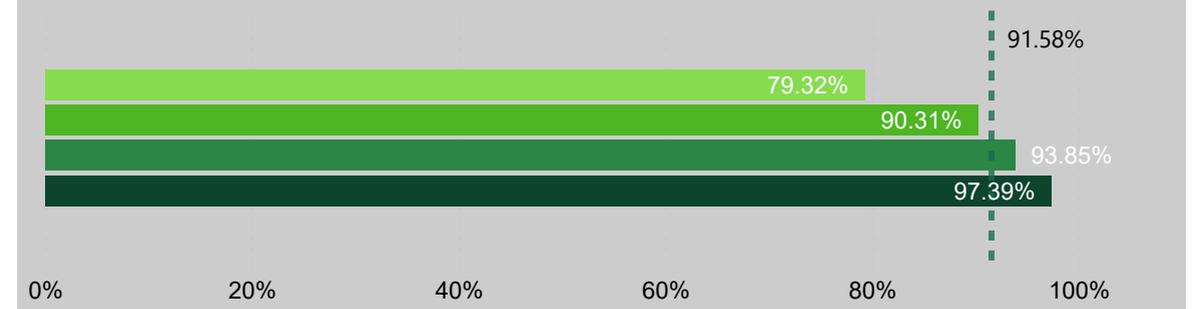
### On Time Delivery Performance to Customer Request Date



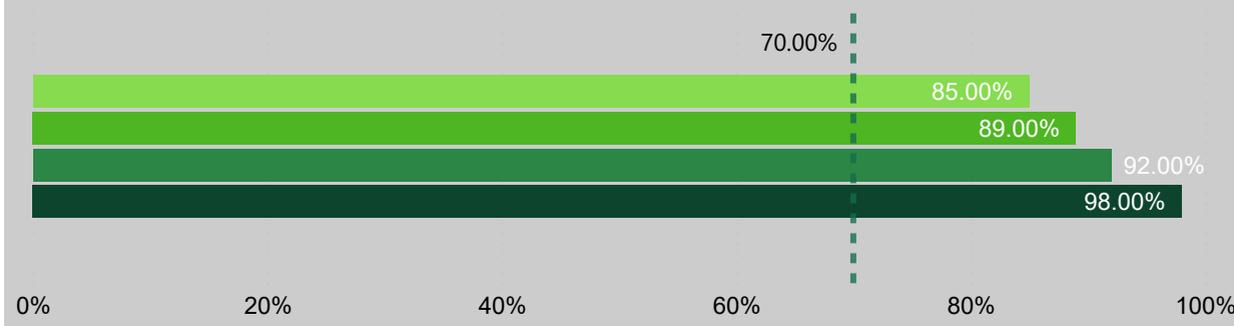
### On Time Delivery Performance to Customer Commit Date



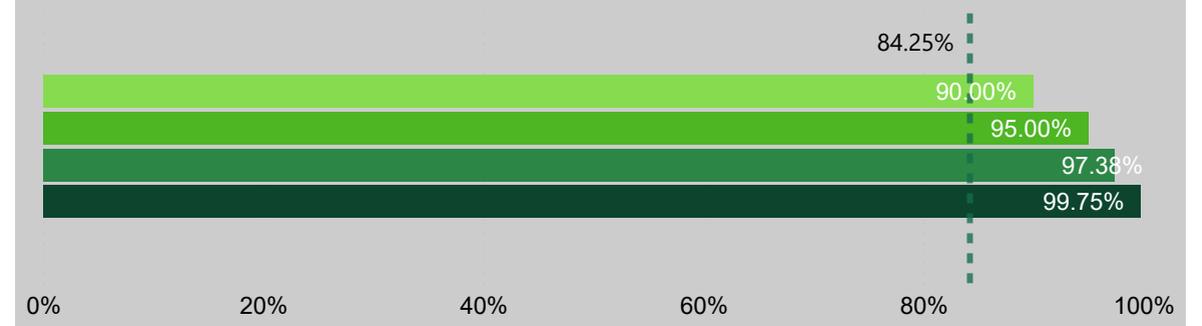
### Perfect Order Fulfillment



### Orders Delivered On Time to Commit Date



### On Time Delivery Performance to Internal Commit Date



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# Responsiveness

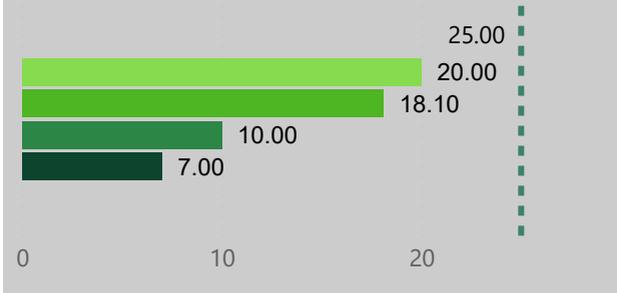
Bottom Quartile (25%) █ Parity (50%) █ Advantage (62.5%) █ Top Quartile(75%) █

Client |

Total, Order Fulfillment Lead Time (Stocked Products)



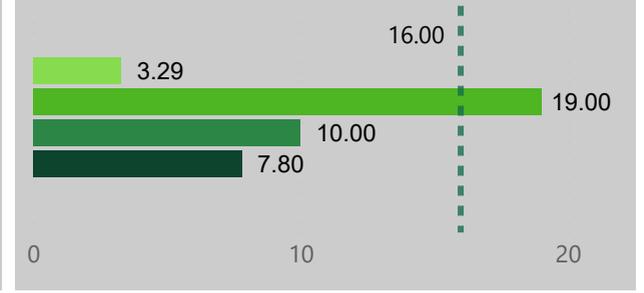
Total, Order Fulfillment Lead Time (Engineer To Order)



Total, Order Fulfillment Lead Time (Make To order)



Total, Order Fulfillment Lead Time (Configure To Order)



## Manufacturing strategy

OFLT: Engineer-to-Order Component Metrics (Days) ▼

Metric Name	Bottom Quartile	Parity	Advantage	Top Quartile	Client
Customer Signature/Authorization to Order Receipt, Days	1.20	1.00	0.60	0.50	3.00
Order Receipt to Order Entry Complete, Days	1.20	1.00	0.60	0.50	3.00
Order Entry Complete to Start Manufacture, Days	17.30	15.00	10.10	1.00	2.00
Start Manufacture to Order Complete Manufacture, Days	10.00	9.00	6.70	1.60	10.00
Order Complete Manufacture to Customer Receipt of Order, Days	8.00	5.80	4.00	2.80	12.00
Customer Receipt of Order to Installation Complete, Days	ND	ND	ND	ND	12.00
Total, Order Fulfillment Lead Time (Engineer To Order)	20.00	18.10	10.00	7.00	25.00

█ Worse than Parity

█ Close to/Better than Parity

█ Among Top Quartile

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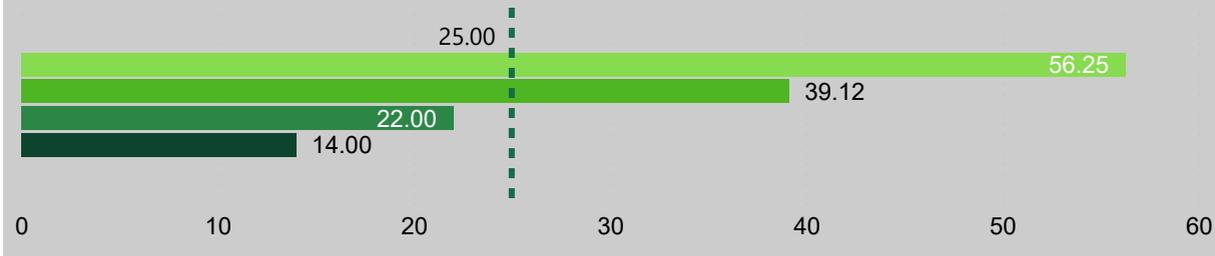
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# Agility

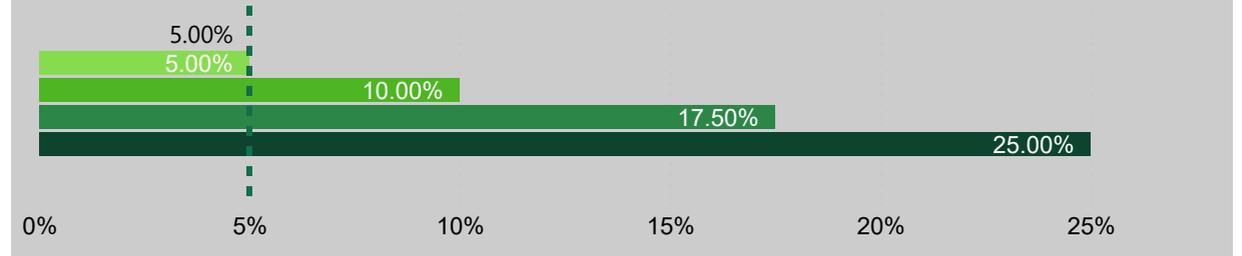
Bottom Quartile (25%) Parity (50%) Advantage (62.5%) Top Quartile(75%)

Client

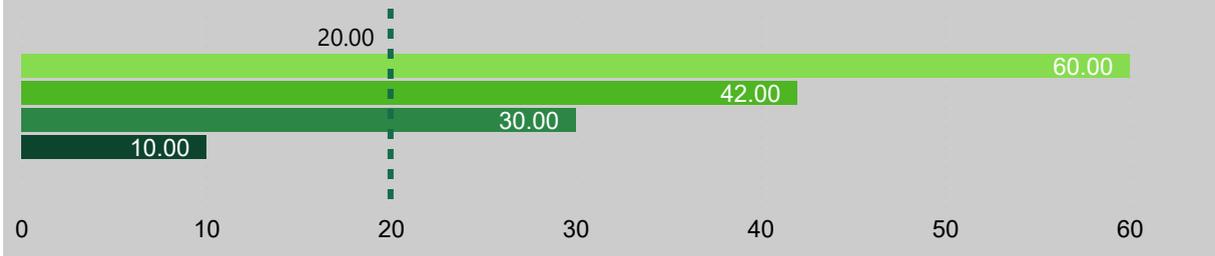
Upside Source Flexibility - 20% Increase



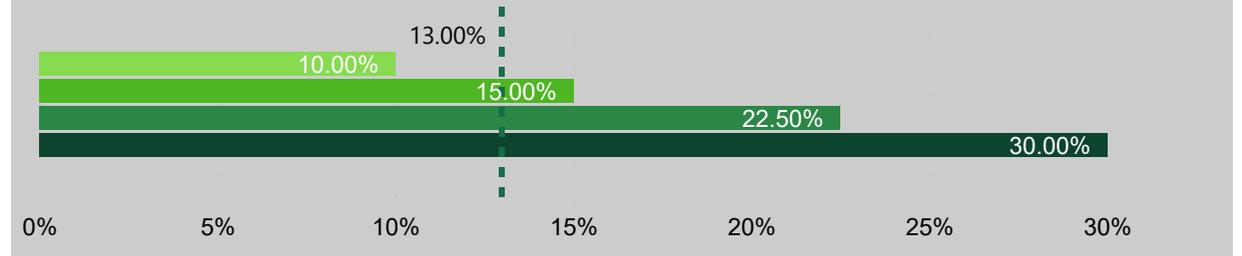
Upside Source Adaptability - 30 Day Increase



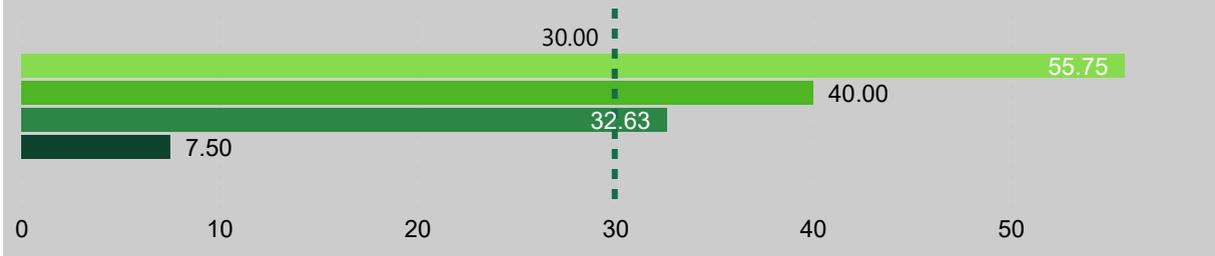
Upside Transform Flexibility - 20% Increase



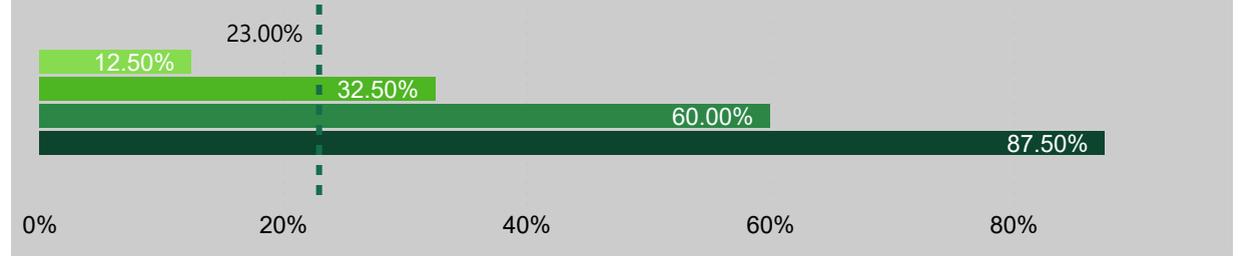
Upside Transform Adaptability - 30 Day Increase



Upside Fulfill Flexibility - 20% Increase



Upside Fulfill Adaptability - 30 Day Increase



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# Cost

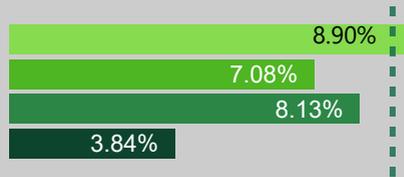
Bottom Quartile (25%) █ Parity (50%) █ Advantage (62.5%) █ Top Quartile(75%) █

Client |

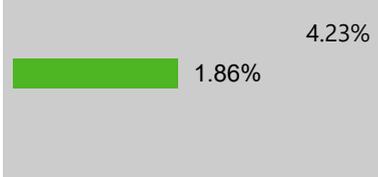
## Total Supply-Chain Management Costs (% of Revenue)



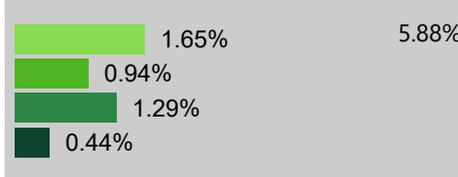
### Order Management Cost (% of Revenue)



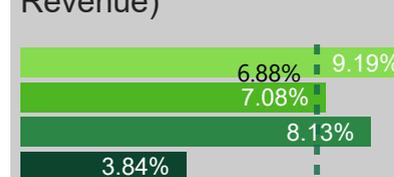
### Material Acquisition Cost (% of Revenue)



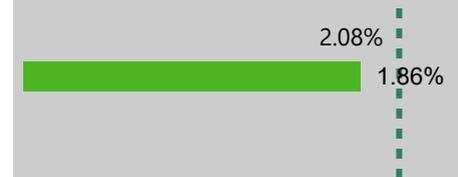
### Inventory Carrying Cost (% of Revenue)



### Supply-Chain-Related Finance and Planning Cost (% of Revenue)



### Supply-Chain-Related IT Cost (% of Revenue)



## Cost breakdown - Level 3

Order Management Cost ▼

Metric Name	Bottom Quartile	Parity	Advantage	Top Quartile	Client
Contract, Program & Channel Maintenance		0.11%			0.01%
Create Customer Order	0.76%	0.36%	0.56%	0.12%	0.26%
Customer Invoicing/Accounting	3.26%	1.98%	2.62%	1.35%	1.06%
Distribution					0.43%
Installation		0.36%			0.29%
Installing Planning		0.16%			0.02%
New Product Release, Phase In, and Maintenance	0.53%	0.31%	0.42%	0.19%	0.15%
Order Entry and Maintenance	11.57%	9.21%	10.39%	8.08%	0.57%

█ Worse than Parity      █ Close to/Better than Parity      █ Among Top Quartile

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# Asset Management Efficiency

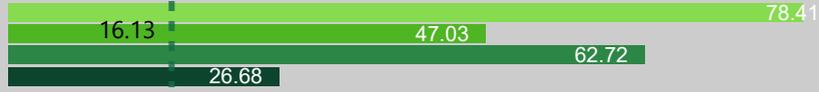
Bottom Quartile (25%) █ Parity (50%) █ Advantage (62.5%) █ Top Quartile(75%) █

Client |

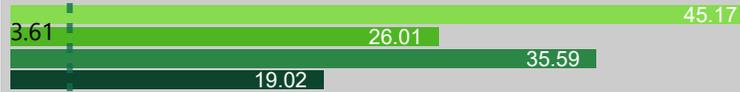
## Cash-to-Cash Cycle Time



## Inventory Days of Supply



## Days Sales Outstanding



## Average Payment Period for Production Materials



## Inventory Days of Supply:Raw Material



## Inventory Days of Supply: WIP



## Inventory Days of Supply: Finished Goods

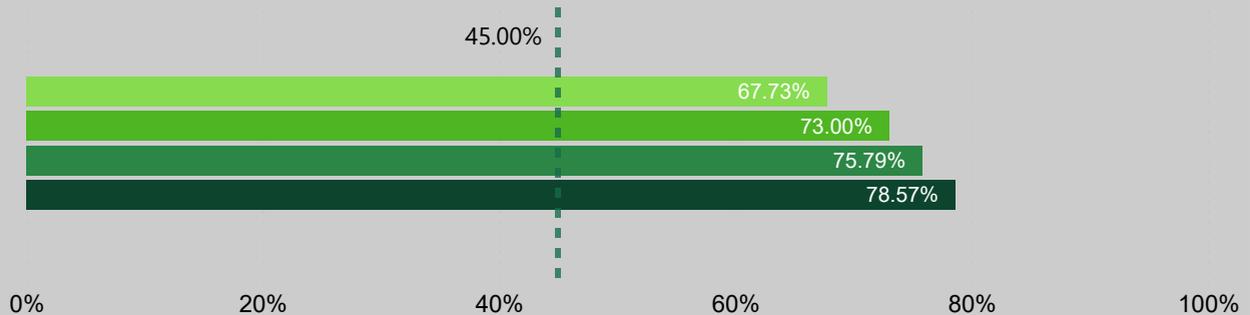


## Inventory Turns

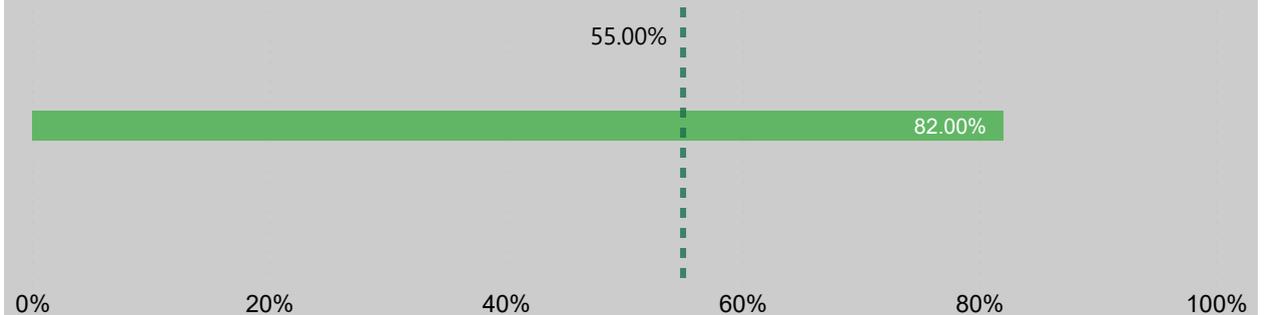


# Asset Forecast Accuracy

## Unit Forecast Accuracy as a Percent of Actual Units Shipped,%



## Dollar Forecast Accuracy as a Percent of Actual Dollars Shipped,%



Note: No benchmark value indicates our database had <8 responses for that questions in this comparison set group

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# Source

Bottom Quartile (25%)



Parity (50%)



Advantage (62.5%)

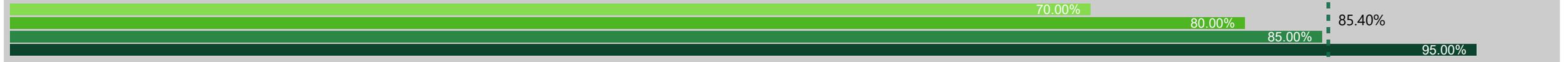


Top Quartile(75%)



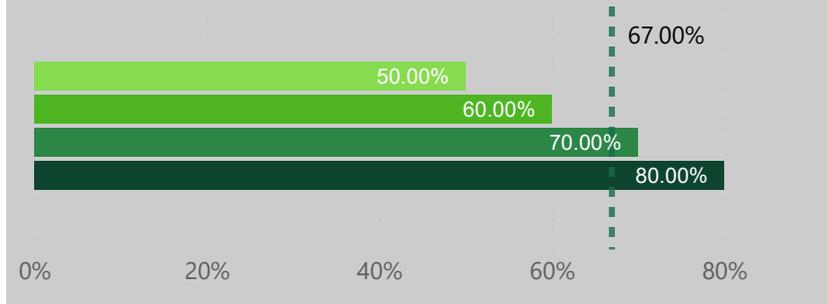
Client

## Supplier Perfect Order Fulfillment

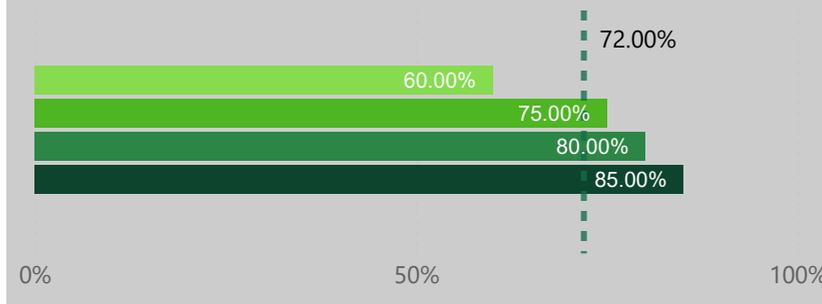


# Transform

## Production Plan Adherence(%)



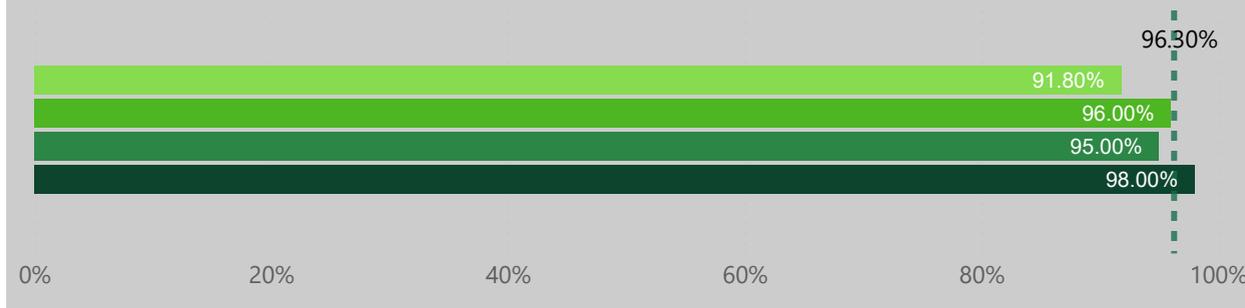
## Plant Utilization



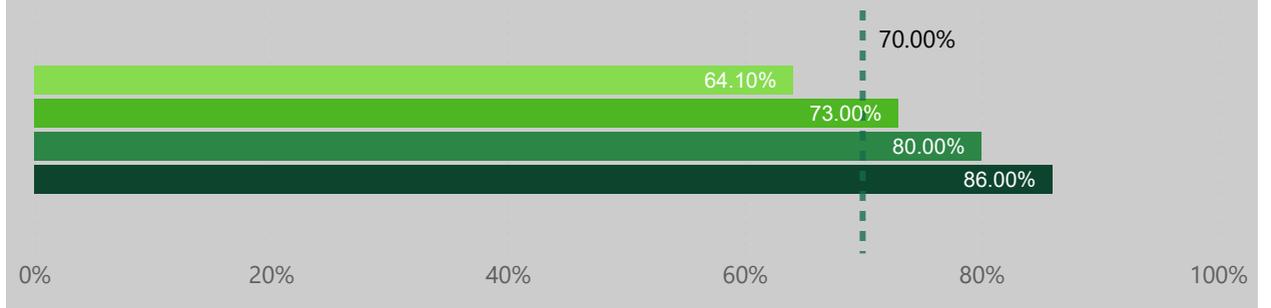
## Unplanned Manufacturing Downtime



## First Pass Yield



## Overall Equipment Efficiency



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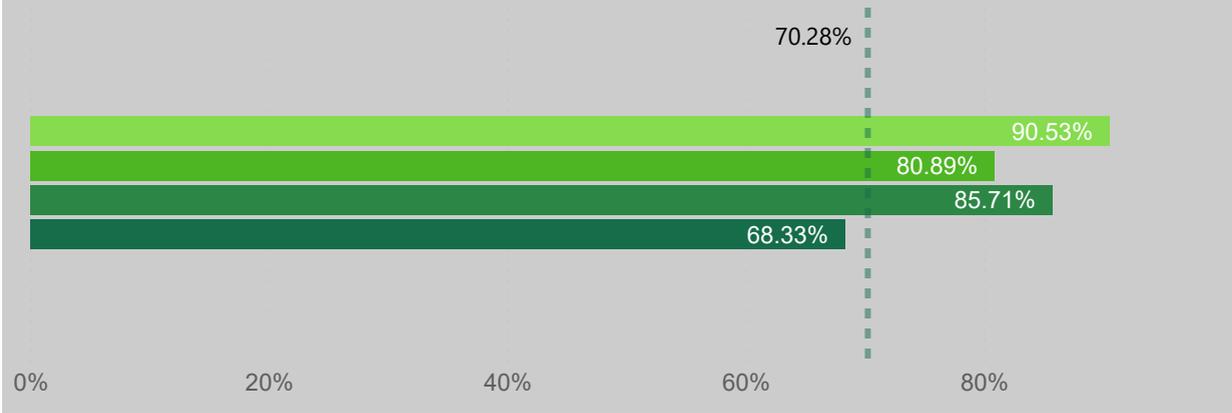
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# Supply Chain Profit

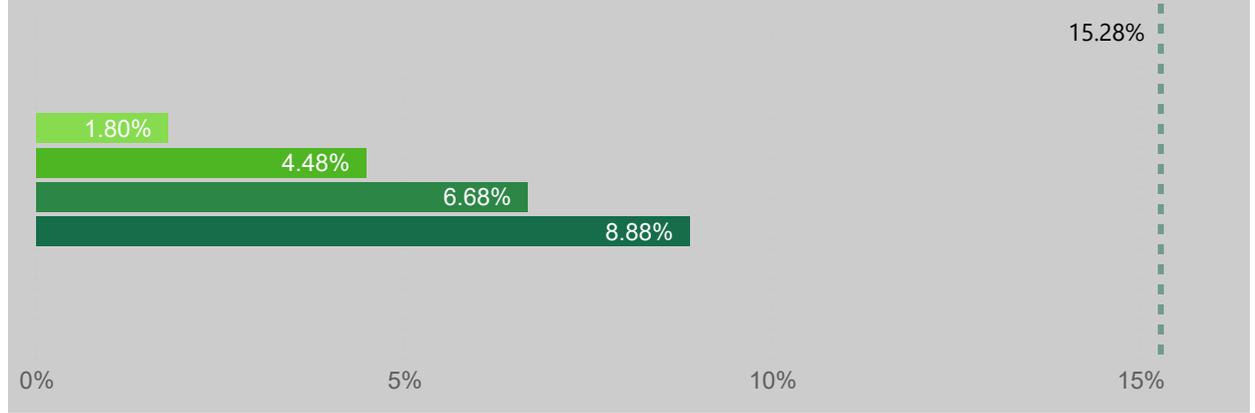
Bottom Quartile (25%) Parity (50%) Advantage (62.5%) Top Quartile(75%)

Client

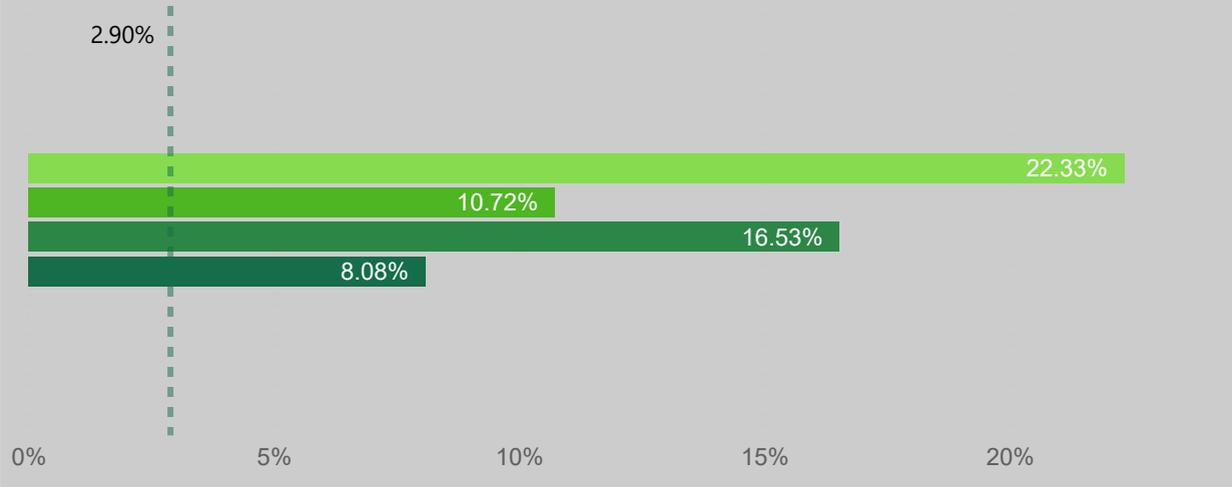
## COGS as a % of Revenue



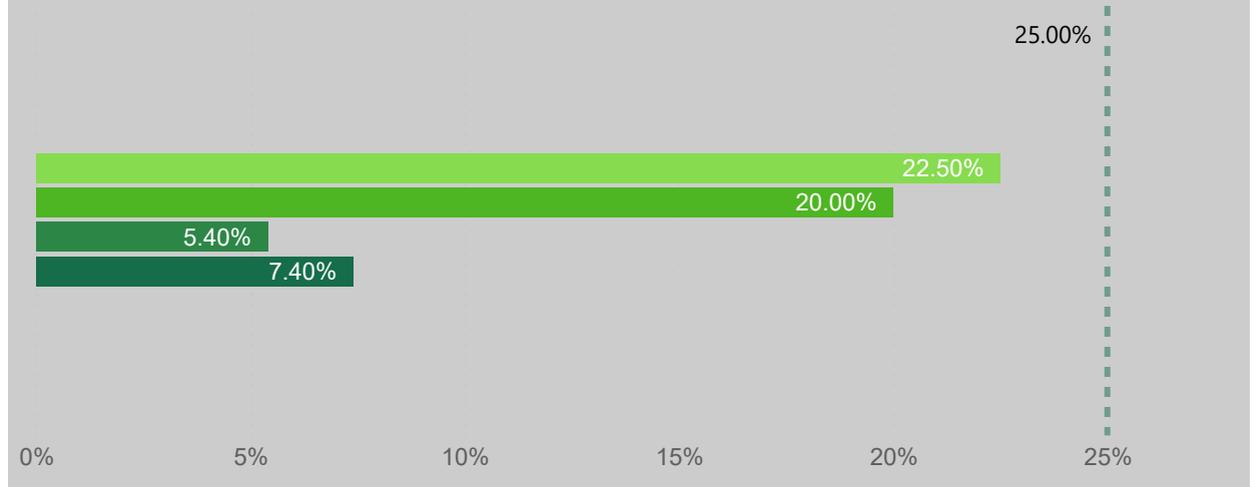
## Profitability (EBIT) as a % of Revenue



## Expenses (SG&A) as a % of Revenue



## Effective Tax Rate

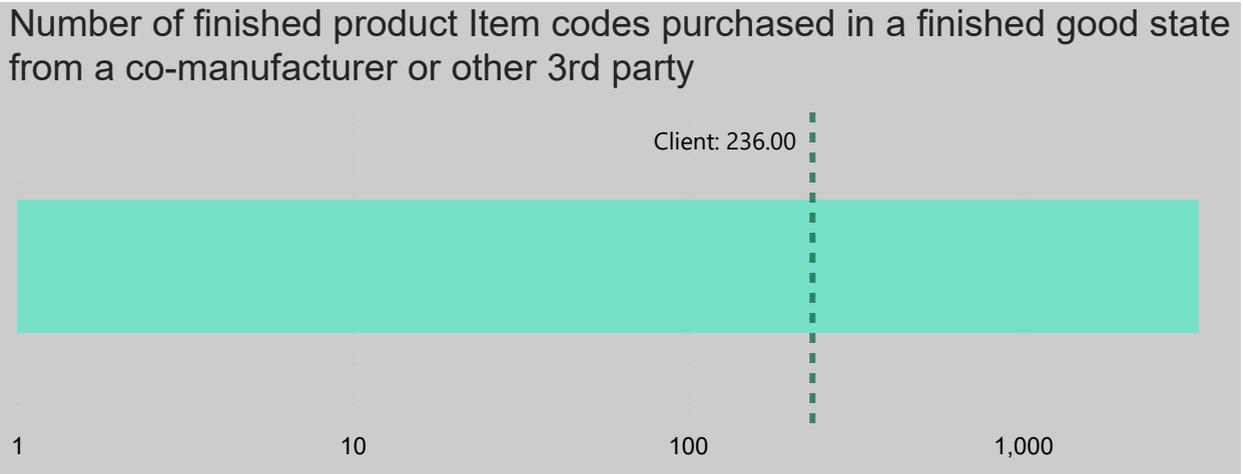
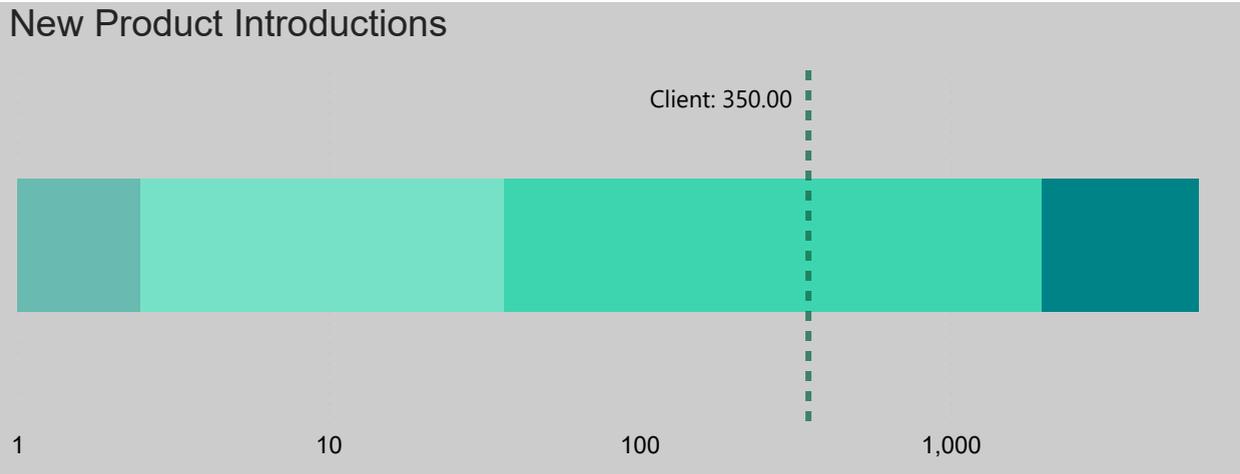
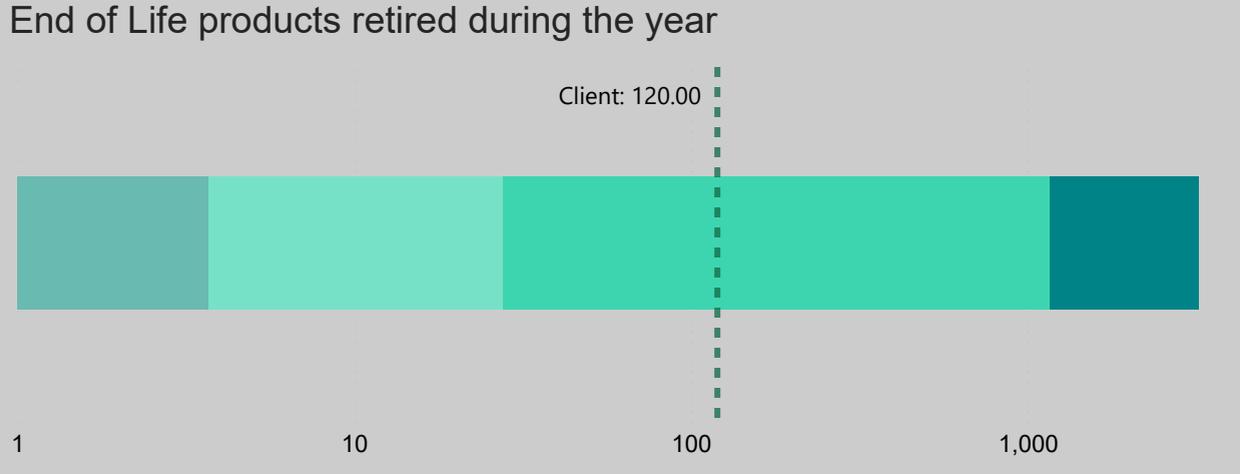


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# Complexity - Product Portfolio Complexity

(Normalized by Client Revenue)



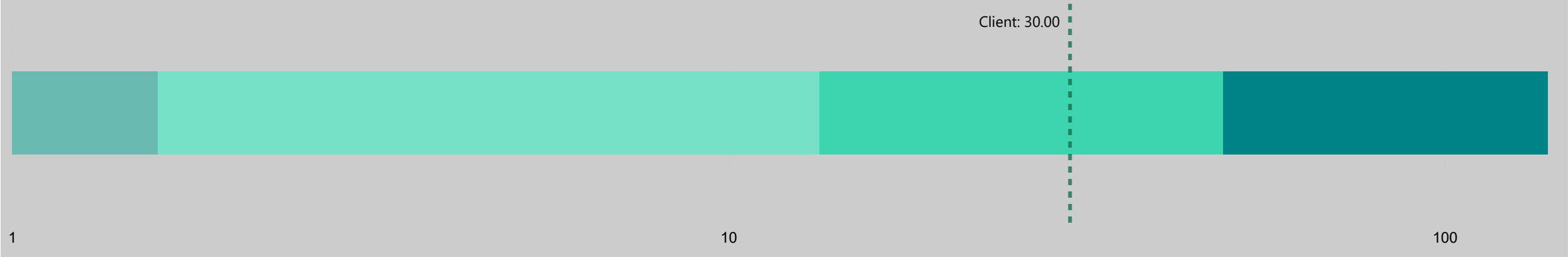
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# Complexity - Supplier Base Complexity

(Normalized by Client Revenue)



### Number of Direct Material Suppliers that account for 80% of material expenditure



### Number of Direct Material Suppliers

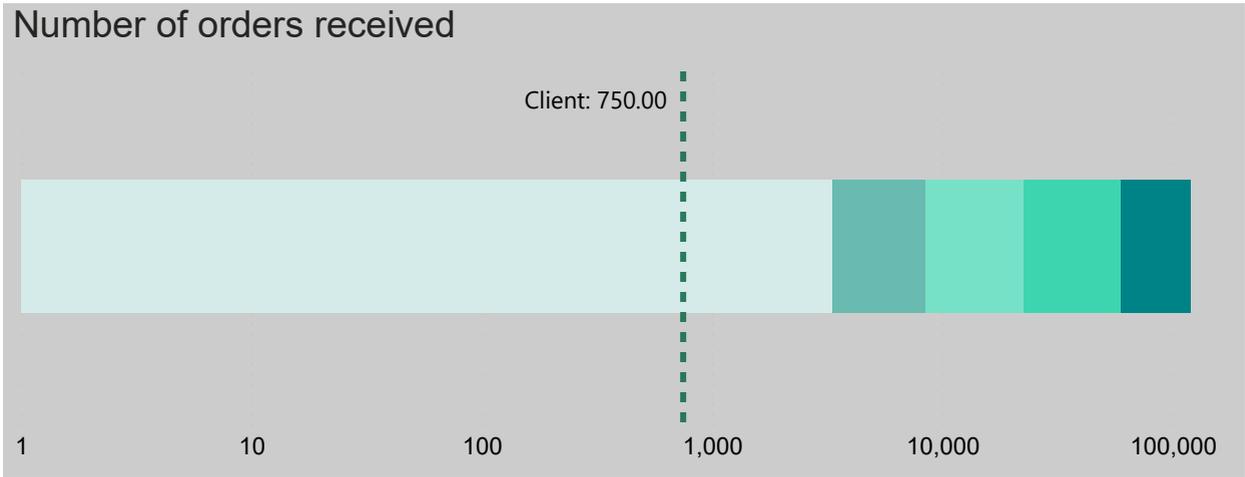
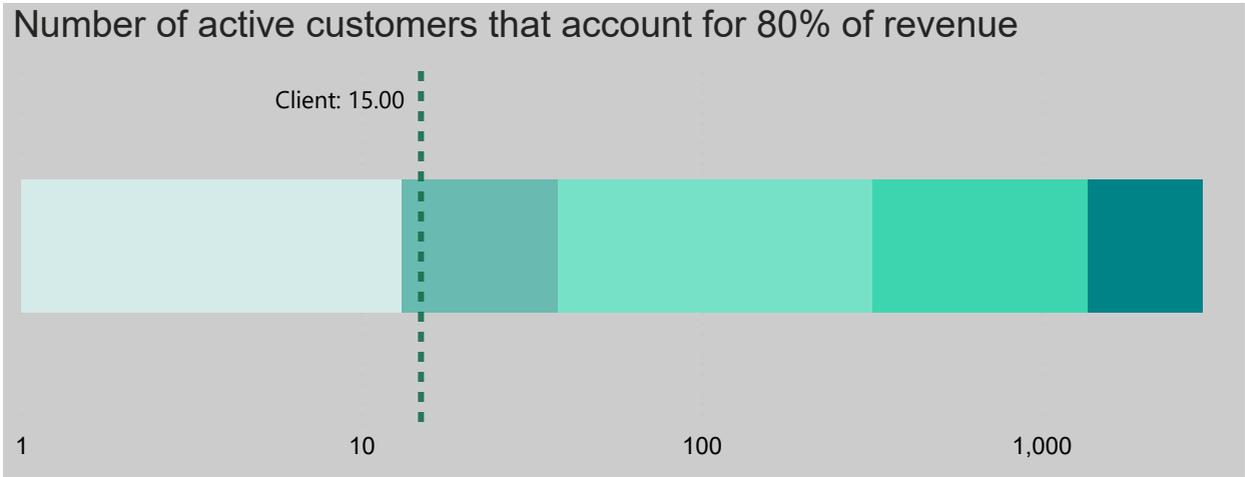
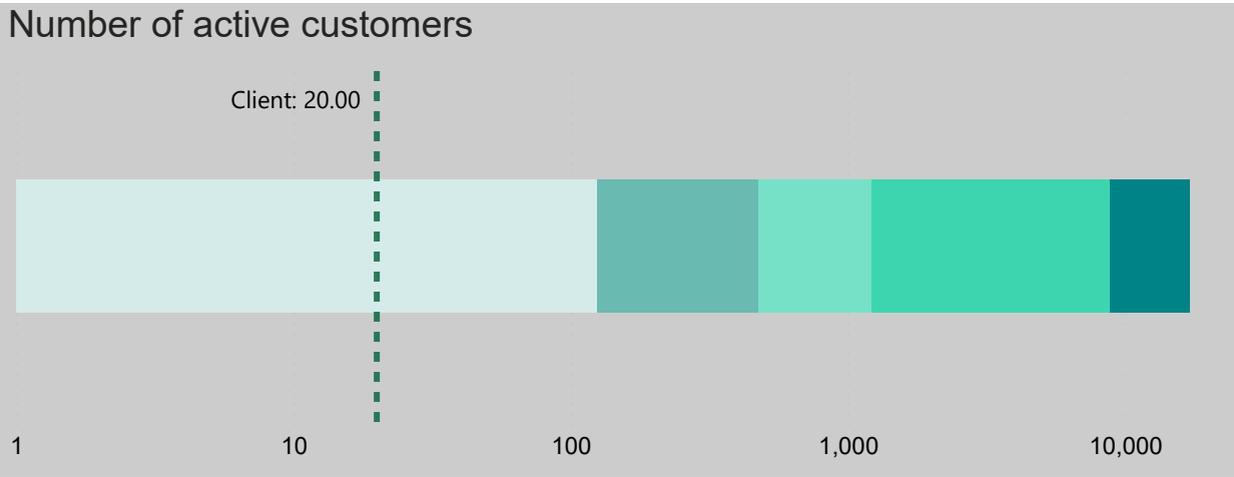


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# Complexity-Customer Base Complexity

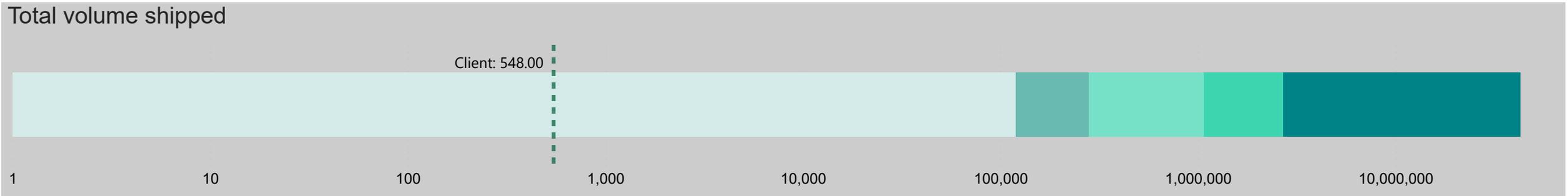
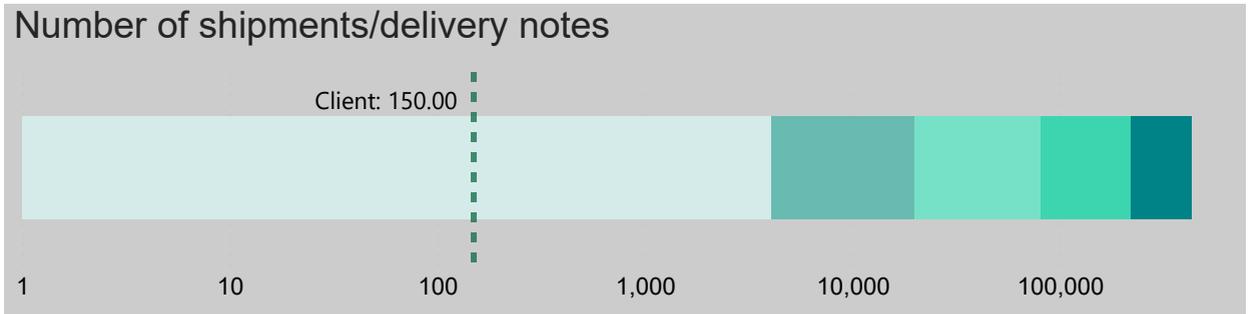
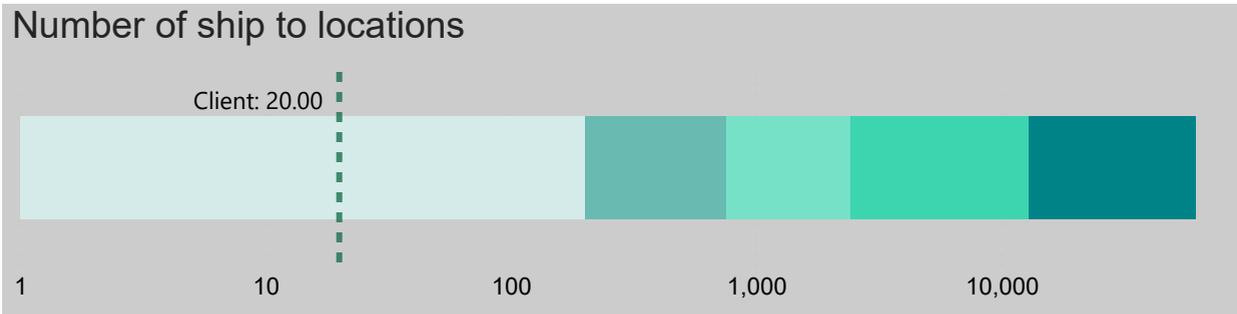
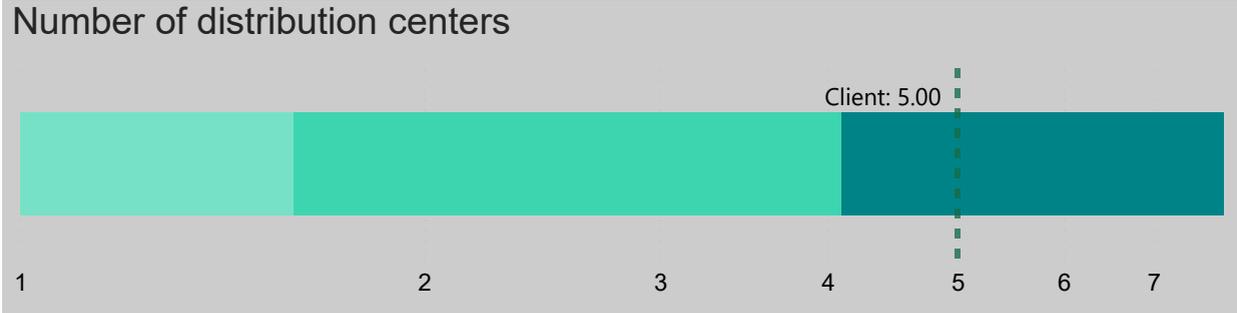
(Normalized by Client Revenue)



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# Complexity-Distribution Complexity

(Normalized by Client Revenue)



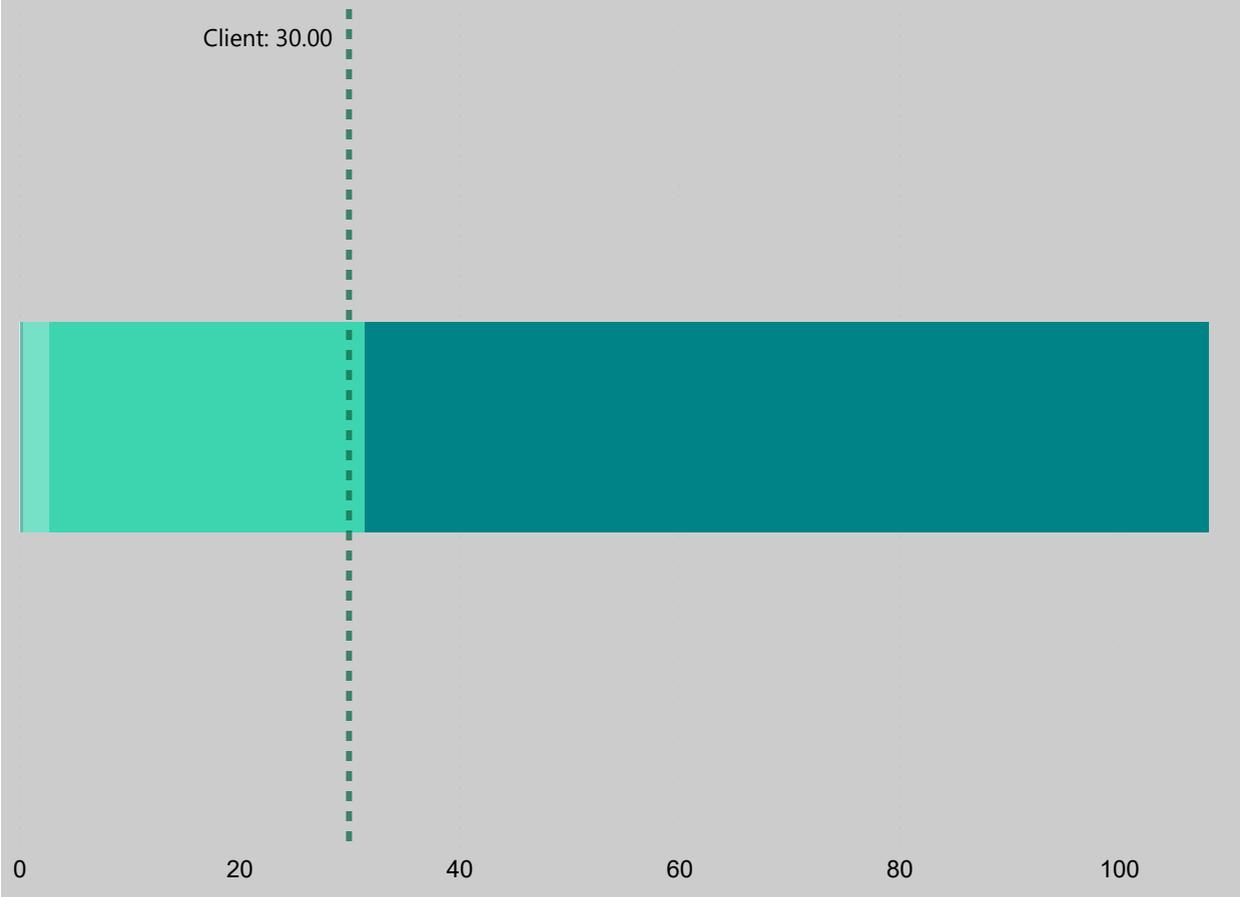
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# Complexity - IT Complexity & Manufacturing Complexity

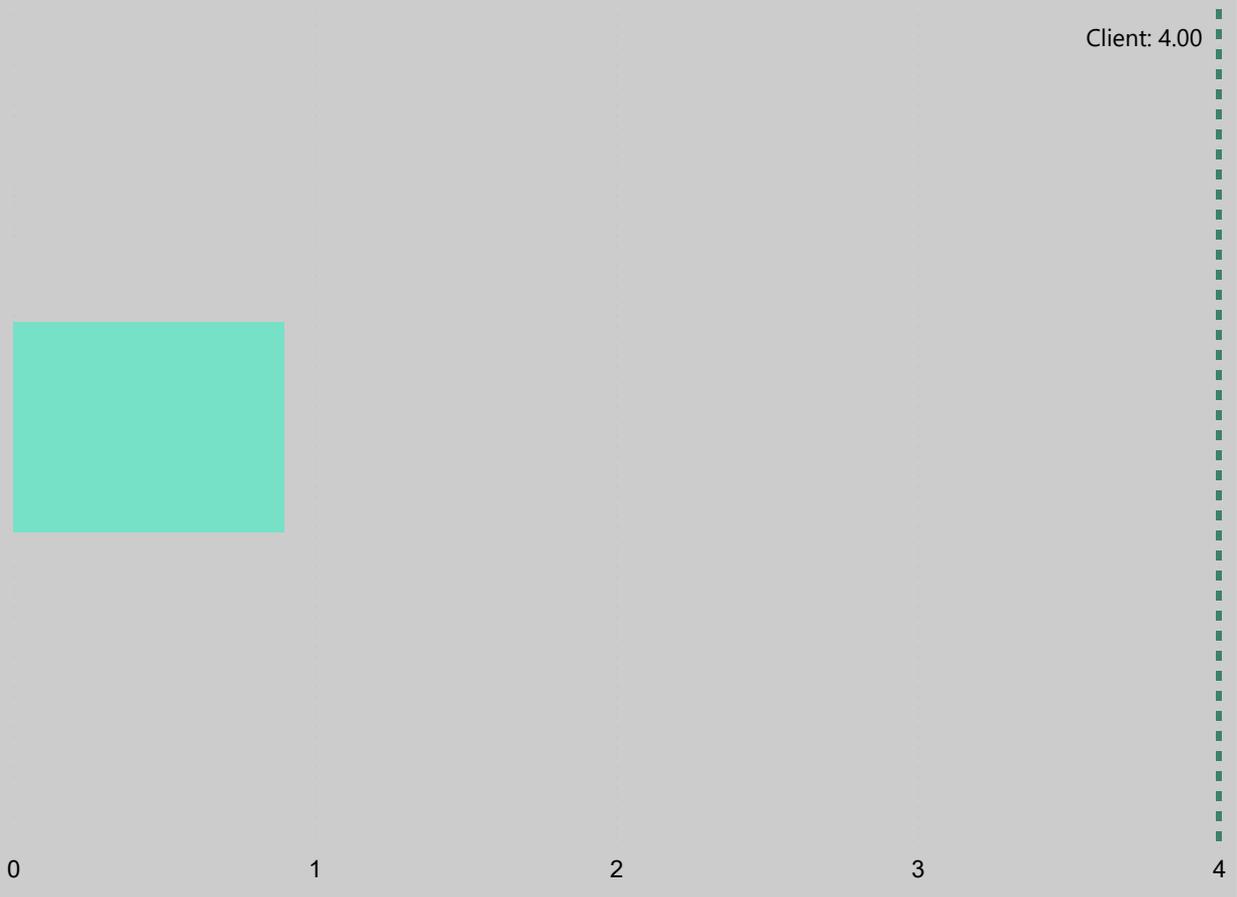
(Normalized by Client Revenue)



### Number of unique systems/applications



### Number of manufacturing locations



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# Practice Assessment - Summary

Orchestrate

Plan

Order

Source

Transform

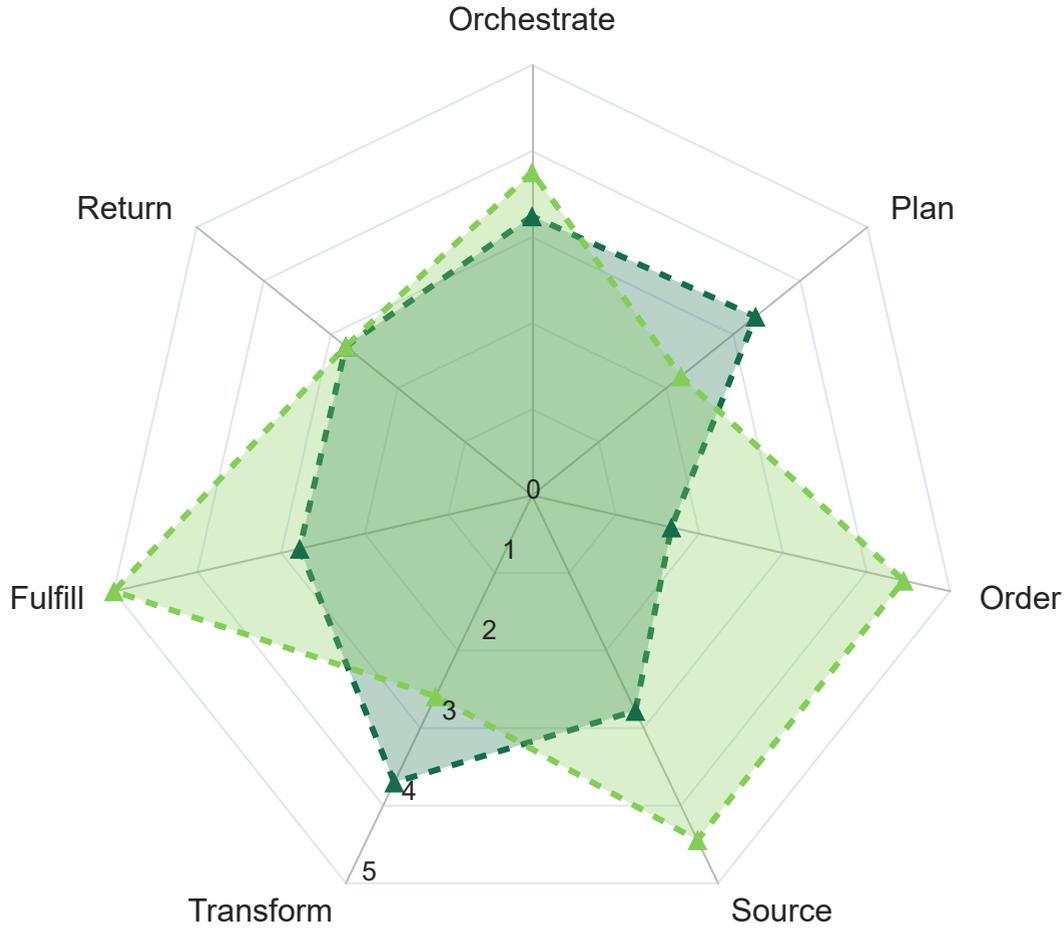
Fulfill

Return

## Overall

**Client** 2.78

**Industry** 3.22



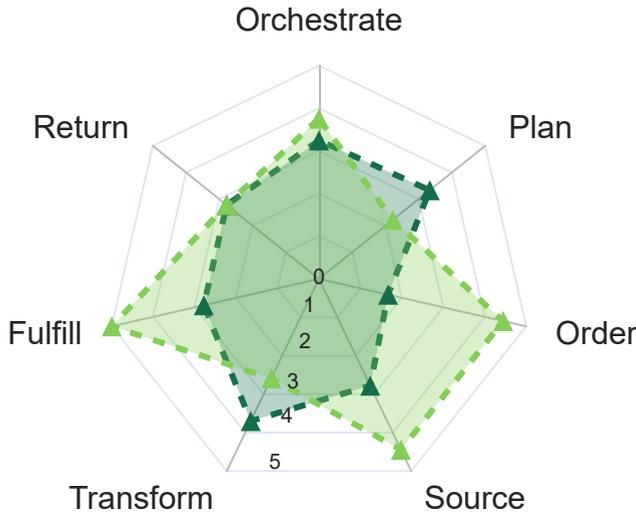
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# Practice Assessment

- Orchestrate
- Plan
- Order
- Source
- Transform
- Fulfill
- Return

Orchestrate	
Client	2.92
Industry	3.38



## Orchestrate

To view the entire question and practice list, click "focus mode" button on the ride side of the table.

### Questions

	Client	Industry
Which of the following best describes contracts & agreements management in your supply chain?	3.00	4.00
Which of the following best describes data, information & technology management in your supply chain?	2.00	4.00
Which of the following best describes Enterprise Business Planning at your organization?	5.00	2.00
Which of the following best describes environmental, social and governance (ESG) management policy of your supply chain?	2.00	2.00

### Questions

Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Which of the following best describes contracts & agreements management in your supply chain?	Supply Chain contracts & agreements development and management is ad-hoc without appropriate policies / procedures or RAA definition. Contracts /	Some procedures may be in place to guide contracts / agreements development / management. RAAs for contracts / agreements development and management	Contracts / agreements development and management has well defined processes. Responsible parties are sufficiently trained. Key metrics are utilized to measure and	Contracts / agreements development and management is a well-governed process with clear RAAs and appropriate supporting infrastructure. Some contracts / agreements management activities	Contracts / agreements management activities are largely automated. Impacts of customer agreements and supplier agreements are well understood across product

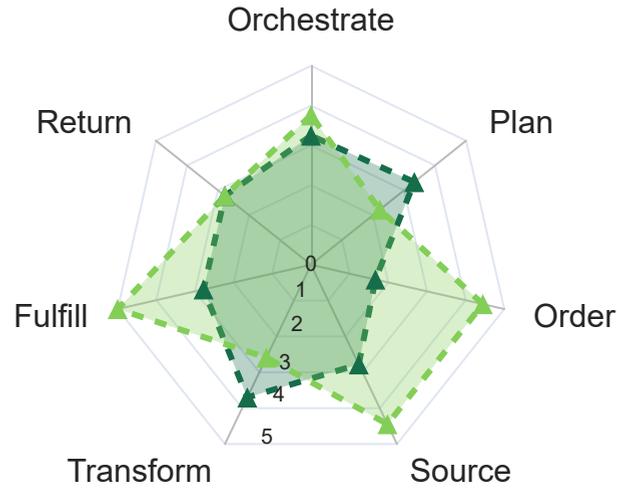
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# Practice Assessment



Plan	
Client	3.00
Industry	2.00



## Plan

To view the entire question and practice list, click "focus mode" button on the ride side of the table.

### Business Practices

	Client	Industry
Which of the following best describes the collaborative planning, forecasting and replenishment (CPFR) process in your supply chain?	3.00	1.00
Which of the following best describes your supply chain forecasting methodology?	4.00	2.00
Which of the following describes the S&OP process in your supply chain?	2.00	3.00

Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Which of the following best describes the collaborative planning, forecasting and replenishment (CPFR) process in your supply chain?	Ad-hoc collaboration with no defined CPFR process or metrics.	Basic CPFR process which may include a coordinated review of past performance / Lessons Learned. Some performance metrics and best practices are utilized. CPFR skills are starting	Well defined / governed collaborative forecasting process which may include current order collaboration – Production Planning, Order Fulfillment, etc. CPFR process has some level of	Fully governed CPFR process with supply base. Extensive CPFR with supply base which may include sharing of sales forecasts and order plan. Wide-spread use of CPFR best practices.	Strategic CPFR with key partners. May include strategic collaboration agreements addressing key factors such as IT system compatibility, information sharing frequency,

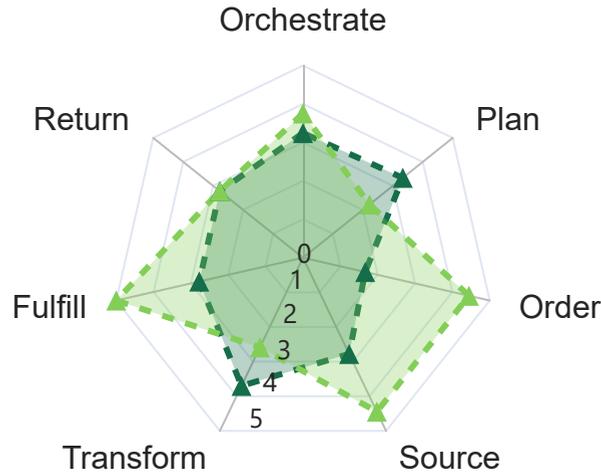
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# Practice Assessment

- Orchestrate
- Plan
- Order
- Source
- Transform
- Fulfill
- Return

Order	
Client	1.50
Industry	4.00



## Order

To view the entire question and practice list, click "focus mode" button on the ride side of the table.

### Questions

	Client	Industry
Which of the following best describes the B2B ordering process in your supply chain?	2.00	4.00
Which of the following best describes the B2C ordering process in your supply chain?	1.00	4.00

### Questions

	Level 1	Level 2	Level 3	Level 4	Level 5
Which of the following best describes the B2B ordering process in your supply chain?	Manual ordering – phone / fax / email; no e-commerce capability; Standard procedures may not be fully executed leading to inaccuracies/inefficiencies.	Some e-commerce capability - online channels may exist for some products; Standard ordering procedures are generally followed. Cycle times for quote and order processing	Most products are available on an e-commerce platform; Standard ordering procedures are generally followed. Cycle times for quote and order processing are collected and	Customer-specific e-commerce platform where most products are available; some manual ordering but the majority of orders flow through online channels	Integrated e-commerce capabilities – nearly all orders flow through e-commerce platform; Platform is integrated with supplier systems. Order Managers focus on managing

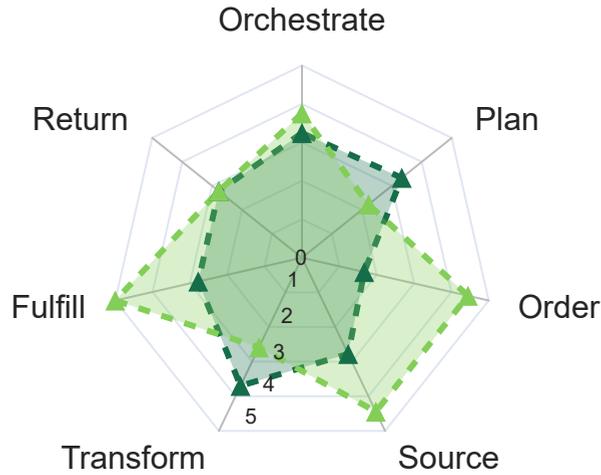
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# Practice Assessment



Source	
Client	2.50
Industry	4.00



## Source

To view the entire question and practice list, click "focus mode" button on the ride side of the table.

### Questions

Questions	Client	Industry
Which of the following best describes the source product fulfillment and/or return performance of your supply chain?	1.00	3.00
Which of the following best describes the strategic sourcing process in your supply chain?	4.00	5.00

### Questions

Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Which of the following best describes the source product fulfillment and/or return performance of your supply chain?	Significant frequency / volume of source product fulfillment issues – suppliers are unable to manufacture to requirements with acceptable quality and	Some source product fulfillment issues – suppliers are largely able to manufacture to requirements with acceptable quality and timeliness, Industry standard performance metrics	Infrequent source product fulfillment issues. Industry standard performance metrics are collected, monitored, and managed. Supplier issues are communicated using standard	Little to no source product fulfillment issues. Source product inspection can largely be done by supplier. Joint root cause / corrective action and continuous improvement efforts are	Little to no source product fulfillment issues. System and process integration enables proactive visibility of potential issues allowing for preventative actions (Control Tower)

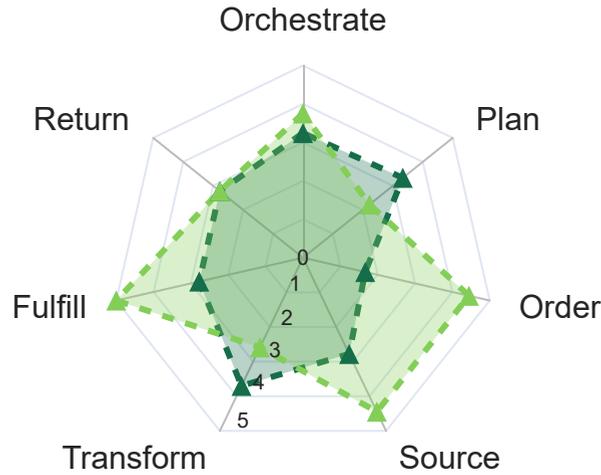
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# Practice Assessment

- Orchestrate
- Plan
- Order
- Source
- Transform
- Fulfill
- Return

Transform	
Client	3.33
Industry	2.33



## Transform

To view the entire question and practice list, click "focus mode" button on the ride side of the table.

<u>Questions</u>	Client	Industry
Which of the following best describes the manufacturing performance of your supply chain?	3.00	4.00
Which of the following best describes the production scheduling process in your supply chain?	2.00	1.00
Which of the following best describes the service performance of your supply chain?	5.00	2.00

<u>Questions</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>	<u>Level 5</u>
Which of the following best describes the manufacturing performance of your supply chain?	Manufacturing is largely reactive. Lack of defined and documented manufacturing processes. Work may not be standardized with effective	Manufacturing processes are defined and documented at a site level, and industry standard performance metrics are utilized. Work is standardized with effective quality control	Manufacturing is standardized across multiple sites with common processes and metrics. Continuous improvement efforts are underway, including but not limited to Kaizen events, Visual	Manufacturing is well-integrated across multiple sites with well-governed processes and the ability to leverage data across plants / manufacturing network. Continuous improvement culture is	Multi-site manufacturing data is integrated with other enterprise data to enable effective supply chain orchestration. Manufacturing and quality control considerations are built

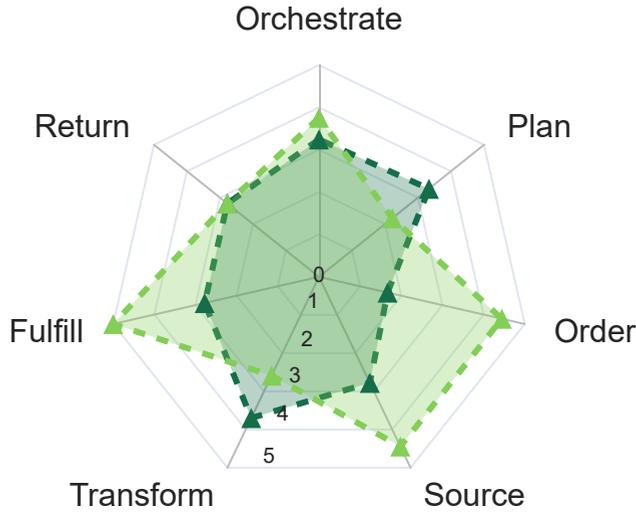
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# Practice Assessment

- Orchestrate
- Plan
- Order
- Source
- Transform
- Fulfill
- Return

Fulfill	
Client	2.50
Industry	4.50



## Fulfill

To view the entire question and practice list, click "focus mode" button on the right side of the table.

### Questions

	Client	Industry
Which of the following best describes the inventory management process of your supply chain?	2.00	5.00
Which of the following best describes the transportation management process in your supply chain?	3.00	4.00

### Questions

	Level 1	Level 2	Level 3	Level 4	Level 5
Which of the following best describes the inventory management process of your supply chain?	Primarily manual inventory management – may be largely reliant on spreadsheets; Inventory management policies and procedures may not be in	Inventory management is enabled by an ERP, however there may be disconnects between ERP configuration and company processes leading to manual intervention and	Inventory processes are well-understood cross-functionally, and inventory management is integrated with planning and forecasting efforts. ERP system is properly configured to support	Inventory management policies and business rules are well-governed. Planning & forecasting driven inventory management where most inventory-related tasks are automated. Wide-spread use	High levels of integration and data and system connectivity enable risks to be proactively addressed. Extended supply chain optimization of inventory via established supplier /

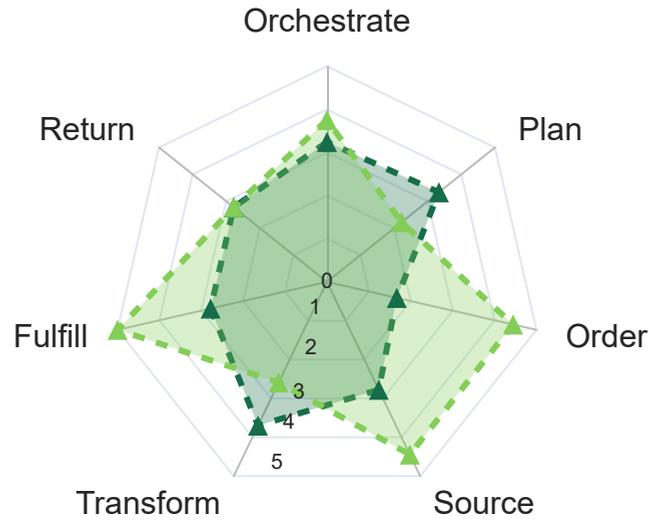
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# Practice Assessment

- Orchestrate
- Plan
- Order
- Source
- Transform
- Fulfill
- Return

Return	
<b>Client</b>	<b>2.50</b>
<b>Industry</b>	<b>2.50</b>



## Return

To view the entire question and practice list, click "focus mode" button on the ride side of the table.

### Questions

	Client	Industry
Which of the following best describes repair management in your supply chain?	4.00	2.00
Which of the following best describes return management in your supply chain?	1.00	3.00

### Questions

	Level 1	Level 2	Level 3	Level 4	Level 5
Which of the following best describes repair management in your supply chain?	Repair management policies / processes are not documented / standardized across the organization. Industry standard metrics and best practices are	Some repair management policies / processes may be defined. Some industry standard metrics and best practices may be utilized. Long-term agreements may be	Repair management policies / processes are defined and there is wide-spread use of industry standard metrics and best practices. IT systems adequately support the repair	Repair management is well integrated into the organization's supply chain, and strategic agreements with vendors include integrated metrics, data / systems access, and collaborative	Repair management processes are integrated / streamlined across key customers and suppliers to include customer-centric repair consideration, return-focused vendor

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# Orchestrate

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Orchestrate	Which of the following best describes contracts & agreements management in your supply chain?	Supply Chain contracts & agreements development and management is ad-hoc without appropriate policies / procedures or RAA definition. Contracts / agreements may lack key elements or may be ambiguous.	Some procedures may be in place to guide contracts / agreements development / management. RAAs for contracts / agreements development and management may be defined; however, contract development / management is not well-governed and responsible personnel may not be appropriately trained. Key metrics to measure and monitor contract effectiveness may be missing.	Contracts / agreements development and management has well defined processes. Responsible parties are sufficiently trained. Key metrics are utilized to measure and monitor contract effectiveness.	Contracts / agreements development and management is a well-governed process with clear RAAs and appropriate supporting infrastructure. Some contracts / agreements management activities are automated. A robust contracts and agreements continuous improvement program is in place. Supply Chain contracts and agreements management is integrated with other relevant functional areas and impacts are well understood across all functional areas.	Contracts / agreements management activities are largely automated. Impacts of customer agreements and supplier agreements are well understood across product lines. Customer agreements and supplier agreements are integrated as appropriate across product lines.
Orchestrate	Which of the following best describes data, information & technology management in your supply chain?	Current technologies do not adequately support supply chain processes, and supply chain data, information and technology requirements are not well-understood. Lack of process automation and ease of replication. Little to no formal supply chain knowledge management.	Current technologies may not adequately support supply chain processes; however, supply chain data, information and technology requirements are starting to be understood. A technology roadmap is starting to be developed. Some ad-hoc supply chain knowledge management is conducted.	Current technologies may not adequately support supply chain processes; however, key gaps in current technologies, data, and information are well-understood. A technology roadmap is in place. Primary scope of technology roadmap may be limited to foundational technologies such as ERP and MRP (to include the management of required data). There exists a basic use of technology, but decisions are taken outside of technological systems. i.e. technology is seen as a data source more than a decision source. Supply chain knowledge management is beginning to be formally conducted using technology.	Technologies adequately support supply chain processes and decision making. Technology roadmap is well-governed with regular reviews to leverage fast-evolving digital solutions. Roadmap focuses on areas beyond foundational technologies including but not limited to de-centralized data capturing, track and trace, and collaborative technologies to drive the information systems in the supply chain. Supply chain knowledge management supports the needs of the organization.	Technologies adequately support supply chain processes and demonstrate a high level of digital readiness across the Digital Capability Model (DCM) capability areas – Smart Operations, Intelligent Supply, Connected Customer, Synchronized Planning, Product Development and Dynamic Fulfillment. Technologies such as a supply chain control tower enable a real time view of the end-to-end supply chain. A high level of automation and rule-based inputs exists, allowing trust to be put into the outcome of technology data / information.
Orchestrate	Which of the following best describes Enterprise Business Planning at your organization?	Supply chain is not part of enterprise business planning activities.	Supply chain participates in enterprise business planning activities; however, supply chain strategy is not aligned to long-term financial plan.	Supply chain strategy is aligned to long-term financial plan; however, supply chain tactical plans may not be aligned or may not adequately consider ecological or ethical business objectives.	Supply chain tactical plans are well-aligned with the long-term financial plan, and supply chain plans are integrated with product lifecycle plans, long term forecasts and pre-emptive risk mitigation plans.	Supply chain is fully integrated with the enterprise both at a strategic and a tactical level. Business decisions are enabled through access to cross-functional business intelligence data. Technology is utilized to enable the translation of decisions into business activities across all stakeholders.

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# Orchestrate

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Orchestrate	Which of the following best describes environmental, social and governance (ESG) management policy of your supply chain?	ESG considerations are not integrated in the supply chain and are regulatory and compliance driven. ESG has limited board oversight. Limited or no ESG reporting. ESG responsibility resides outside of established management systems and resides with one or a few parts of the organization (e.g marketing, HR).	Stand alone sustainability strategies are not integrated to supply chain function. Absence of an ESG committee that is inclusive of supply chain representatives. ESG reporting is without any framework alignment. Absence of concept of materiality at the company level. Board and executives have no oversight of the sustainability function.	Cross functional ESG committee oversees sustainability priorities and performance. ESG reporting guided or aligned to standards (GRI, SDG, SASSB, ISSB). ESG materiality determination process and steps towards integration of ESG into enterprise risk management. Board and executives receive annual update on ESG progress.	Cross functional ESG committee has a supply chain representation in its leadership. ESG reporting inclusive of supply chain specific aspects, aligned with global standards (GRI, SDG, SASSB, ISSB). Materiality index is established and communicated.	ESG is well integrated into management responsibility roles, including supply chain roles, with performance compensation. ESG reports with full integration with supply chain aspects. Reports may be externally audited for additional validation. ESG reporting according to leading standards and strong materiality integrated to the report. ESG risks related to supply chain impacts (environmental, ethical and economic impacts) integrated into enterprise risk management. ESG performance is attached to supply chain performance and people performance.
Orchestrate	Which of the following best describes human resource management in your supply chain?	Knowledge, skill and resource requirements for supply chain are not well-understood.	Knowledge, skill and resource requirements for supply chain are starting to be understood; however, resource gaps may not clearly be understood or identified.	Knowledge, skill and resource requirements for supply chain are well-understood using formal talent assessment and benchmarking processes, and resource gaps are clearly identified, however the management of human resources in the supply chain may lack appropriate governance. Key actions (such as upskilling / cross-skilling, re-skilling) may not be identified / launched or skill development program performance / return on education may not be appropriately monitored.	Supply chain human resource management is well-governed. Resources / skills gaps and training needs are identified, and appropriate hiring / redeployment plans are communicated, and training plans are launched. Skill development program performance and return on education is appropriately monitored.	Supply chain human resource orchestration is well-governed and supply chain human resource orchestration is embedded in the culture of the enterprise. Supply chain knowledge, skill and resource requirements are thoroughly considered upfront in the introduction of new products / services.
Orchestrate	Which of the following best describes network design of your supply chain?	Supply chain geographic and activity footprint decisions are made without appropriate impact analysis.	Some impact analysis activities are conducted before undertaking supply chain geographic and activity footprint decisions; however, key data elements such as facilities costs / capacities / locations, transportation costs / capacities / lead time, customer volumes / order frequency / order size, and customer locations may not be considered.	Key impact analysis activities are conducted before undertaking supply chain geographic and activity footprint decisions. This may include basic calculations of costs / savings using key data elements such as facilities costs / capacities / locations, transportation costs / capacities / lead time, customer volumes / order frequency / order size, and customer locations.	What-if analyses are conducted, and simulation models are utilized to optimize supply chain geographic and activity footprint. Various types of risks and sustainability impacts are adequately considered in the modeling efforts. Impacts are well-understood across key stakeholders, and implementation roadmap and project plan are well-governed.	Supply chain network design optimization is part of ongoing decision support activities, and network design decisions consider additional upstream customer activities as well as downstream supplier activities. Advanced methods such as Artificial Intelligence, Machine Learning, and Big Data Analysis may be utilized.

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# Orchestrate

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Orchestrate	Which of the following best describes performance management & continuous improvement of your supply chain?	Supply chain metrics and performance targets are not identified.	Supply chain metrics and performance targets are identified; however, industry standard definitions are not utilized, and metrics / performance targets are generally not integrated / aligned with the overall business strategy / goals. Most metrics are primarily descriptive in nature focusing on past execution.	Supply chain metrics and performance targets are well-defined and aligned with the business. Performance is reported at regular intervals. Metrics are starting to focus on diagnostics as root cause / corrective action analysis is done, but on an ad-hoc basis.	Regular performance reporting of supply chain metrics aligned with performance targets. Root cause / corrective action process is well-defined and is part of an instituted continuous improvement program. Effective root cause / corrective action analysis and continuous improvement programs enable the organization to shift from a reactive to proactive mode. Metrics are starting to become predictive in nature.	Performance and continuous improvement is a cross-functional process. Benchmarking is embedded in the performance management process. Continuous improvement activities are aligned with business activities and key stakeholders outside of supply chain are integrated into the activities. This includes customers and suppliers as appropriate. Predictive metrics and prescriptive analytics are widely utilized.
Orchestrate	Which of the following best describes regulatory & compliance management in your supply chain?	Regulatory and voluntary compliance is not built into supply chain policies, business rules, and processes.	Regulatory and voluntary compliance may be built into supply chain policies, business rules and processes, however the policies, business rules and processes may not be well-governed or well-understood.	Regulatory and voluntary compliance policies, business rules and processes are well-governed and well-understood with appropriate supporting infrastructure; however, the regulatory environment may not be sufficiently monitored / assessed to proactively identify gaps in regulatory and voluntary compliance policies, business rules and processes.	Regulatory environment is sufficiently monitored / assessed to proactively identify gaps, and gaps are addressed through updates in policies, business rules and processes.	Regulatory and voluntary compliance efforts are well-integrated across customers and suppliers to include an understanding of impacts of customer / supplier compliance efforts and appropriate flow-down to suppliers.
Orchestrate	Which of the following best describes risk management in your supply chain?	Supply chain risk management is ad-hoc and individually driven.	Some supply chain risk management processes may exist; however, decision making is primarily driven by qualitative factors.	Supply chain risk management processes are well-documented and repeatable. Decision-making is informed by risk data. Risks and risk impacts are routinely updated.	Supply chain risk management processes are well-governed and well-understood. Key internal stakeholders are involved in risk management activities. In-depth scenario analysis is conducted to inform risk-related decision making.	Supply chain risk management processes are proactive and are informed by internal and external inputs to include supplier and customer-related data. Decision making is future oriented and advanced methods such as Artificial Intelligence, Machine Learning, and Big Data Analysis may be utilized.
Orchestrate	Which of the following best describes the business rules of your supply chain?	Business rules are not existent or not clearly defined.	Some business rules may be identified. Business rule focus may be limited to areas of regulatory compliance.	Most needed business rules may be identified; but rules may lack appropriate governance. Key business rules may not be integrated into execution systems.	Business rules are comprehensive and well-governed. Key business rules are integrated into execution systems. Supply chain personnel are adequately trained on business rules.	Business rules are well-understood, integrated, captured within a repository, and followed across the business to include customer-facing and supplier-facing organizations. Appropriate training is provided to non-supply chain personnel to ensure rule adherence.

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# Orchestrate

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Orchestrate	Which of the following best describes your circular supply chain management?	Supply Chain lacks materials management guidelines and does not assess and manage its waste composition. All waste may be diverted to the landfill. Supply chain purchases from unknown sources.	Policies are in place for measuring waste, materials usage, and there is some visibility of origin of sourced materials; however, guidelines and metrics for new materials usage are lacking. Supply Chain may not reuse or sell byproducts or waste.	Supply Chain begins to manage its waste aiming for waste reduction and minimizing water and energy usage. Supply Chain is beginning to investigate alternate sourcing routes (to increase use of recycled/reused/refurbished material) and ways to divert waste from landfill (such as reusing, recycling or selling the waste as a byproduct to another supply chain).	Supply Chain has clear goals, processes and metrics for materials and waste reduction. Organization actively manages and publicizes in its reports its waste composition, materials, water and energy usage.	Circularity is embedded in the organization's strategic goals and practices. Organization has multiple circularity elements in its supply chain, including different levels of integration with secondary supply chains from other companies to feed into its own supply chain, in circular ecosystems. Organization maximizes utilization of its assets and designs products for circularity (extended product life cycle).
Orchestrate	Which of the following best describes your supply chain segmentation?	Supply chain segmentation is not conducted.	Supply chain segmentation activities may be conducted, but may not include appropriate voice of customer (VOC) and / or may not drive operating model considerations.	Supply chain segmentation activities drive some operating model considerations; however, key metrics may not be monitored / managed at a segment level, and key supply chain policies such as inventory and customer replenishment may not be adequately differentiated by segment.	Supply chains are fully governed and managed at a segment level and segmentation drives competitive advantage. Operating models are differentiated and fully implemented at a segment level.	Supply chain segments drive internal collaboration, and collaboration with customers and suppliers. Supply chain segments are continuously monitored, and policies are updated based on learnings. Segmentation policy administration is automated.
Orchestrate	Which of the following best describes your supply chain strategy?	Supply Chain strategy is not existent or not clearly defined.	Supply Chain strategy may be identified but may lack sufficient depth / analysis. May be missing key elements such as supply chain segment definitions, performance objectives, and / or validated operating models. Strategy may not consider Voice of Customer (VOC). Plan is not attached to relevant initiatives for implementation.	Supply Chain strategy is well-defined but may lack appropriate governance. The strategy may not be aligned / coordinated with the business.	Supply Chain strategy is well-defined and appropriately governed through relevant projects and initiatives. The strategic plan is executed, monitored, and measured with the involvement of key stakeholders. The strategy is communicated and coordinated with the business.	Supply Chain strategy is well integrated with the enterprise strategy. Supply chain segments and operating models are integrated with upstream / downstream processes. Supply chain functional and information strategies are integrated with the broader enterprise.

# Return

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Return	Which of the following best describes repair management in your supply chain?	Repair management policies / processes are not documented / standardized across the organization. Industry standard metrics and best practices are generally not utilized. Reliance on ad-hoc agreements with repair vendors. Staff may not be adequately trained on repair process.	Some repair management policies / processes may be defined. Some industry standard metrics and best practices may be utilized. Long-term agreements may be in place for some repair vendors. Key repair management skills are starting to be defined.	Repair management policies / processes are defined and there is wide-spread use of industry standard metrics and best practices. IT systems adequately support the repair management process. Long-term agreements with vendors include some data sharing considerations. Repair management skills are well-defined and actively managed.	Repair management is well integrated into the organization's supply chain, and strategic agreements with vendors include integrated metrics, data / systems access, and collaborative forecasting requirements. Repair volume considered as part of overall planning process. Repair management is a consideration not just for supply chain, but also for product design, engineering, and manufacturing organizations.	Repair management processes are integrated / streamlined across key customers and suppliers to include customer-centric repair consideration, return-focused vendor agreements, and data / system access to optimize processes. Repair volume is forecasted and integrated into overall planning process. Repair resource allocation is well-defined and considered as part of master production schedule in situations of repair vs. production. Repair considerations are built-in to product design and manufacturing processes.
Return	Which of the following best describes return management in your supply chain?	Return management policies / processes are not documented / standardized across the organization. Industry standard metrics and best practices are generally not utilized. Staff may not be sufficiently trained on return processes. Little to no emphasis on supply chain circularity.	Some return management policies / processes may be defined. Some industry standard metrics and best practices may be utilized. Organization is starting to consider the circular supply chain in their return management processes. Key return management skills are starting to be defined.	Return management policies / processes are defined and there is wide-spread use of industry standard metrics and best practices. IT systems adequately support the return management process. Return management skills are well-defined and actively managed. Circular supply chain considerations are woven into the return management process.	Return management is well-governed and well integrated into the organization's supply chain, and return management is a consideration in development of product and supply chain strategy. Returns volume considered as part of overall planning process. The need for circularity is beginning to be understood by not just supply chain, but also product design, engineering, and manufacturing organizations.	Return management processes are integrated / streamlined across key customers and suppliers to include customer-centric return consideration, return-focused vendor agreements, and data / system access to optimize processes. Returns volume forecasted and managed proactively as part of overall planning process. Circularity is built-in to product design and manufacturing processes.

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# FulFill

<u>Category</u>	<u>Questions</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>	<u>Level 5</u>
Fulfill	Which of the following best describes the inventory management process of your supply chain?	Primarily manual inventory management – may be largely reliant on spreadsheets; Inventory management policies and procedures may not be in place or may not be documented. Large amounts of time are spent “firefighting”. Successful inventory management is largely reliant on tribal knowledge, often centered around a few individuals in the organization. Best practices are often not employed / not able to be utilized due to a lack of available data and effective systems. Master data issues contribute to unreliable inventory data. Inventory count procedures may be lacking at a warehouse level.	Inventory management is enabled by an ERP, however there may be disconnects between ERP configuration and company processes leading to manual intervention and conflicting sources of truth for inventory. Inventory management policies / business rules are largely in place, and documented, however they may not be effectively governed. Systems enable a greater level of knowledge dissemination; however single points of failure may still exist. Key inventory management skills are starting to be defined. There may be a lack of individuals who understand both policies and how they are implemented in the ERP system. Data and system issues may prevent wide-spread utilization of industry-standard metrics and best practices. Cycle counts and inventory physical – logical adjustments are sporadic.	Inventory processes are well-understood cross-functionally, and inventory management is integrated with planning and forecasting efforts. ERP system is properly configured to support the business without significant manual effort. Some industry-standard metrics and best practices are utilized. Knowledge is effectively disseminated, and inventory management tasks are starting to be standardized. Inventory management skills are well-defined and actively managed. Some level of inventory management automation at the warehouse level, with logical locations at the ERP and proper equipment for regular inventory counting and adjustment. Inventory largely accurate at the SKU level.	Inventory management policies and business rules are well-governed. Planning & forecasting driven inventory management where most inventory-related tasks are automated. Wide-spread use of industry-standard metrics and best practices. Standardized inventory management tasks enable professionals to focus on more complex problems. High level of warehousing automation with seamless integration with physical inventory management.	High levels of integration and data and system connectivity enable risks to be proactively addressed. Extended supply chain optimization of inventory via established supplier / customer collaboration processes. Inventory managed through the deployment of a Plan for Every Part (PFEP) across well-defined segment(s). Actionable insights driven inventory management where near-real time prescriptive analytics drive decision-making.
Fulfill	Which of the following best describes the transportation management process in your supply chain?	Significant aspects of the transportation management process such as carrier and mode selection are not defined / standardized across the organization. Processes are not repeatable, and data / insights may not be shared across internal groups. Industry standard metrics and best practices are generally not utilized.	Processes may be defined and standardized, with some level of industry standard metrics in use. However, processes may not be well-governed or fully automated. Basic ERP integration may exist, however significant manual intervention may be required. Key transportation management skills are starting to be defined.	The transportation management process is governed to some degree. Industry standard metrics and best practices are utilized. A true transportation management system (TMS) is leveraged providing operational gains for areas such as: route optimization, mode optimization, less than truckload to truckload conversion, etc. Transportation management skills are well-defined and actively managed.	The transportation management process is well governed. Integrated execution systems enable transportation planning and near-real time reporting of supply chain events. On-demand, near real-time visibility. Route optimization includes minimizing transportation emission.	Customer / supplier integrated systems and predictive analytics provide near real-time tracking and exception management.

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# Transform

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Transform	Which of the following best describes the manufacturing performance of your supply chain?	Manufacturing is largely reactive. Lack of defined and documented manufacturing processes. Work may not be standardized with effective quality control. Little focus on continuous improvement.	Manufacturing processes are defined and documented at a site level, and industry standard performance metrics are utilized. Work is standardized with effective quality control processes in place. Manufacturing skills are starting to be defined.	Manufacturing is standardized across multiple sites with common processes and metrics. Continuous improvement efforts are underway, including but not limited to Kaizen events, Visual workplace, Stand-up meetings, etc. Manufacturing skills are well-defined and actively managed.	Manufacturing is well-integrated across multiple sites with well-governed processes and the ability to leverage data across plants / manufacturing network. Continuous improvement culture is well-ingrained. High accuracy of manufacturing planning data in the ERP system. Elements of circularity are incorporated in the manufacturing strategy.	Multi-site manufacturing data is integrated with other enterprise data to enable effective supply chain orchestration. Manufacturing and quality control considerations are built into product design. Circularity practices and design are integrated in the manufacturing strategy.
Transform	Which of the following best describes the production scheduling process in your supply chain?	Ad-hoc production scheduling using basic tools (MS Project, etc) with little consideration for critical path dependencies; Production schedules are changed without appropriate governance / documentation / communication. Production schedule has little to no alignment with overall S&OP process output. Little stakeholder involvement.	Production scheduling process is documented. Scheduling is done using basic tools or an MRP that is not optimized or fully integrated with other manufacturing planning modules. Some schedule changes are communicated, and there is some stakeholder involvement. Production schedule is somewhat aligned with overall S&OP process output. Low adherence to the production plan. Production scheduling skills are starting to be defined.	Some governance around production scheduling; An optimized MRP system is utilized; Schedule changes may be documented / communicated but may not be fully governed. Production schedule is aligned with overall S&OP process output. General adherence to the production plan, and some stakeholder involvement. Production scheduling skills are well-defined and actively managed.	Production scheduling is a governed process. An optimized MRP system is utilized; Schedule changes are governed/ documented / communicated. Most internal stakeholders are involved in the production scheduling process. Production schedule is aligned with overall S&OP process output, with bi-directional information flow acting as inputs into future planning cycles. High adherence to the production plan.	Production scheduling is well-governed. An optimized MRP system is utilized and integrated with ERP. Schedule changes are governed/ documented / communicated. All internal stakeholders and key external stakeholders are involved in the production scheduling process.
Transform	Which of the following best describes the service performance of your supply chain?	Little to no formalization of service delivery processes. Service performance is not measured or reported.	Some formalization of service delivery processes. Processes may not be well documented or consistently executed. Performance measurement is inconsistent. Service delivery skills are starting to be defined.	Documented processes are in place and are consistently executed. Performance is measured and reported on a consistent basis. Service delivery skills are well-defined and actively managed.	Well documented processes are in place and are consistently executed. Performance is measured and reported on a consistent basis. Continuous improvement programs are in place.	Well-governed processes are in place and are consistently measured and executed. Continuous improvement programs including VoC (Voice of Customer) exercises are consistently executed. Innovation is occurring to improve the customer experience, create customer value, and drive customer loyalty.

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# Source

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Source	Which of the following best describes the source product fulfillment and/or return performance of your supply chain?	Significant frequency / volume of source product fulfillment issues – suppliers are unable to manufacture to requirements with acceptable quality and timeliness. Industry standard performance metrics may not be utilized. Supplier issues are communicated largely in an ad-hoc manner.	Some source product fulfillment issues – suppliers are largely able to manufacture to requirements with acceptable quality and timeliness, Industry standard performance metrics may be collected, however they may not be effectively monitored / managed. Supplier issues are communicated using standard processes; however, issues may not be communicated in a timely manner to effectively mitigate risks. Skills associated with monitoring source product fulfillment performance are starting to be defined.	Infrequent source product fulfillment issues. Industry standard performance metrics are collected, monitored, and managed. Supplier issues are communicated using standard processes in a timely manner to effectively mitigate risks. Skills associated with monitoring source product fulfillment performance are well-defined and actively managed.	Little to no source product fulfillment issues. Source product inspection can largely be done by supplier. Joint root cause / corrective action and continuous improvement efforts are undertaken. Collaborative integration initiatives such as CPFR and VMI are undertaken.	Little to no source product fulfillment issues. System and process integration enables proactive visibility of potential issues allowing for preventative actions (Control Tower)
Source	Which of the following best describes the strategic sourcing process in your supply chain?	Ad-hoc sourcing with lack of clear sourcing strategy; Sourcing process may be lacking or may focus primarily on compliance. Supplier selection / qualification is largely reliant on individual awareness. Transactional relationships with key suppliers. Performance metrics are not utilized, and performance feedback is usually not provided. Little to no spend analytics conducted.	Beginnings of managed sourcing with the adoption of defined sourcing process and industry standard performance metrics. Supplier selection / qualification includes basic vetting and review of supplier performance history. Sourcing process may not be fully governed, and metrics may not be adequately managed. Spend analytics are primarily backwards looking and intermittent. Sourcing strategy may be absent or ill-defined. Transactional relationships with key suppliers with monitoring of relevant industry standard performance metrics. Supplier feedback is provided as needed. Strategic sourcing skills are starting to be defined.	Well-managed sourcing with the use of a well-governed sourcing process and managed industry standard performance metrics. Spend analysis is done regularly at scheduled intervals. Supplier selection / qualification process includes a focus on supplier risk procedures for some 1st tier suppliers. Sourcing strategy begins to focus on categories. Emerging relationships with key suppliers which may include site visits, recognition / reward for supplier performance. Supplier performance is systematically monitored, and feedback is frequently shared in a continuous improvement process. Strategic sourcing skills are well-defined and actively managed.	Sourcing strategy balances multiple elements such as price, sustainability, and risk. Supplier selection / qualification process includes a focus on supplier risks for 2nd and 3rd tier suppliers, review of established governance, policies and procedures, and ESG. Fully developed category strategy. Spend analysis can be done in real time using an integrated platform. A diversified sourcing pool is explored - including SMEs, women / minority owned business, and social enterprises. Sourcing strategy may explore alternative materials sourced from recycled materials. Sourcing is internally integrated with other business functions. Significant relationships with key suppliers to include performance feedback, data sharing, supplier personnel training activities, and roadmapping / strategic planning activities. Use of Integrated Voice of Supplier exercises as a continuous improvement process for supplier engagement.	High level of integration with internal business leaders and suppliers resulting in actionable business and supplier intelligence. Spend analytics provide insights into future spend through predictive analytics. Supplier selection / qualification process considers all risk types with clear mitigation plans, and fully considers ESG related concerns. Well-established relationships with key suppliers to include supplier involvement in new product development activities, risk identification and management activities, and joint go-to-market efforts.

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# Order

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Order	Which of the following best describes the B2B ordering process in your supply chain?	Manual ordering – phone / fax / email; no e-commerce capability; Standard procedures may not be fully executed leading to inaccuracies/inefficiencies. Cycle times for quote and order processing may not be monitored / managed.	Some e-commerce capability - online channels may exist for some products; Standard ordering procedures are generally followed. Cycle times for quote and order processing may be collected but may not be effectively monitored / managed using industry standard performance metrics. Order processing skills are starting to be defined.	Most products are available on an e-commerce platform; Standard ordering procedures are generally followed. Cycle times for quote and order processing are collected and effectively monitored / managed using industry standard performance metrics. Order processing skills are well-defined and actively managed.	Customer-specific e-commerce platform where most products are available; some manual ordering but the majority of orders flow through online channels	Integrated e-commerce capabilities – nearly all orders flow through e-commerce platform; Platform is integrated with supplier systems. Order Managers focus on managing orders by exception in instances of asset allocation inventory conflicts.
Order	Which of the following best describes the B2C ordering process in your supply chain?	Process requires significant manual effort. Channels are not integrated, and little to no customer data management capability. Little to no use of industry standard performance metrics or best practices.	Parts of the process are defined and automated. Some channel integration, and some customer data is centralized / available. Industry standard performance metrics are starting to be used and some best practices are in place. Order processing skills are starting to be defined.	Full process is well-defined and automated. Most channels are integrated, and customer data is mostly centralized with customer insights available. Wide-spread use of industry standard performance metrics and best practices. Order processing skills are well-defined and actively managed	High level of automation with complete channel integration. Customer data is mostly centralized and unified. Customer insights are available – coherent data strategy is developed.	Optimized omni-channel with complete integration and alignment using advanced analytics. Strong customer data strategy – all customer data is centralized and unified by relevant groups. Order Managers focus on managing orders by exception in instances of asset allocation inventory conflicts.

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# Plan

Category	Questions	Level 1	Level 2	Level 3	Level 4	Level 5
Plan	Which of the following best describes the collaborative planning, forecasting and replenishment (CPFR) process in your supply chain?	Ad-hoc collaboration with no defined CPFR process or metrics.	Basic CPFR process which may include a coordinated review of past performance / Lessons Learned. Some performance metrics and best practices are utilized. CPFR skills are starting to be defined.	Well defined / governed collaborative forecasting process which may include current order collaboration – Production Planning, Order Fulfillment, etc. CPFR process has some level of governance. Industry standard metrics and best practices are utilized. Collaborative forecasting skills are well-defined and actively managed.	Fully governed CPFR process with supply base. Extensive CPFR with supply base which may include sharing of sales forecasts and order plan. Wide-spread use of CPFR best practices.	Strategic CPFR with key partners. May include strategic collaboration agreements addressing key factors such as IT system compatibility, information sharing frequency, and data sharing elements.
Plan	Which of the following best describes your supply chain forecasting methodology?	Forecasting processes are not well defined / documented. Performance metrics and best practices are not utilized. Forecasting is heavily reliant on history.	Forecasting processes are documented; however, industry standard performance metrics may not be adequately collected or may not be effectively governed. Some best practices are utilized, and forecasting methodologies may be heavily reliant on statistical forecasting as well as history. Forecasting skills are starting to be defined.	Forecasting processes are defined and monitored with some level of governance. and industry standard metrics are monitored. Best practices are utilized. Forecasting methodologies may include significant use of higher-level analytics. Forecasting skills are well-defined and actively managed.	Forecasting processes are well-governed. Forecasting best practices are widely utilized and the forecasting function is well-integrated within the organization with sufficient access to potential data sources.	Forecasting systems are integrated with customer and supplier and support the use of methodologies that enable demand sensing and shaping, including the use of outside-in signals. Additional advanced methods such as Artificial Intelligence, Machine Learning, and Big Data Analysis may be utilized. Data scientist(s) employed to research and develop improvements to forecasting methodologies and algorithms. Metrics are continuously monitored and benchmarked, with effective root cause / corrective action for metric defects.
Plan	Which of the following describes the S&OP process in your supply chain?	Demand planning and operations planning is done in a siloed manner and may lack defined / documented processes, and industry standard performance metrics.	Sales & Operations Planning process is defined and documented; but may not be governed. Some industry standard performance metrics may be utilized to measure the efficacy of the S&OP process. Some coordination amongst departments / stakeholders to align plans. Some S&OP best practices are starting to be implemented. Key demand planning skills are starting to be defined.	Integrated Sales and Operations Planning process is defined and documented, with some level of governance. Industry standard performance metrics are utilized, and decision-making is cross-functional. Formalization of common goals around demand planning to balance supply and demand in an end-to-end supply chain. Wide-spread use of S&OP best practices. Demand and operations planning skills are well-defined and actively managed.	Well-governed, integrated S&OP process with true business ownership and collaboration on inputs, outputs, and financial impacts of decisions. Information sharing of S&OP plans started to take place with customers and/or suppliers.	S&OP process is coordinated and fully governed internally and externally resulting in true network decision-making. Metrics are effectively measured, monitored, and benchmarked. Continuous improvement efforts utilizing root cause / corrective action analysis are embedded in the culture of the organization. S&OP process is informed by the overall business plan and strategy.

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# Thank You

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