

TEMPLATE | SCORE CARD

Assessing your 2ND vs 4TH generation – TACTICAL – Supply Chain Capabilities

Based on the 2nd versus 4th generation strategic supply chain capabilities, summarized in the book “Rethinking Supply Chain” by Bram DeSmet, this template provides

- › two extremes per capability, for instance for the first row on “weak versus strong connection between sales planning, operations planning and purchasing planning”
 - › The extreme to the left (linked to a 2nd generation capability) states: Disconnects between sales plans, operations plans and purchasing.
 - › Extreme to the right (linked to a 4th generation capability) states: Sales plans, operations plans and purchasing plans are always connected
- › 2 rows to list your score
 - › First score is on the AS IS, are you closer to the statement on the left versus to the statement on the right?
 - › Second score is the same question but for the TO BE. Where do we need to be?

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How to use the template

1. Gather your executive team, or a cross-functional team, for a 1-hour workshop, or tag this exercise onto your workshop. It is important that you gather the different key functions in the company: sales, operations, marketing/product management/R&D, supply chain, finance.
2. Don't give too many explanations at the start. Let people make assumptions on what the statements exactly mean.
3. Ask people to score the 7 rows, 2 times, once for the AS IS (first bar), once for the TO BE (second bar)
4. Ask people to sum up their individual scores for the AS IS, and indicate the corresponding box in the AS IS summary at the bottom.
5. Ask people to do the same for the TO BE, sum up their individual scores, and indicate the corresponding box in the TO BE summary at the bottom
6. Ask people to share their overall score. Following questions can guide the debrief;
 - > Where are you in the 2nd versus 4th generation in the AS IS?
 - > Where does the group think you should be?
 - > Are there any manifest differences within the group?
 - > Where do these come from?

Expected outcome

You may link this back into the 'impact of a lack of resilience' analysis. Do we see any big differences between what people indicate as the AS IS versus the TO BE that could contribute to improving our resilience? How would that help in mitigating the negative effects from our current lack of resilience we identified?

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Disconnects between sales plans, operations plans and purchasing	1	2	3	4	5	6	7	8	9	10	Sales plans, operations plans and purchasing plans are always connected
	1	2	3	4	5	6	7	8	9	10	
No clear RACI nor process for portfolio management	1	2	3	4	5	6	7	8	9	10	Clear RACI and mature portfolio management process
	1	2	3	4	5	6	7	8	9	10	
Trade Promotion Planning and Supply Chain Planning are disconnected	1	2	3	4	5	6	7	8	9	10	Trade Promotion Plan makes long-term promo volumes available to Supply Chain Plan
	1	2	3	4	5	6	7	8	9	10	
Financial Plan and Supply Chain Plan are based on different forecasts and assumptions	1	2	3	4	5	6	7	8	9	10	The Financial Plan and the Supply Chain Plan are based on the same numbers
	1	2	3	4	5	6	7	8	9	10	
No structural integration of customer forecasts and inventory information	1	2	3	4	5	6	7	8	9	10	Vendor Managed Inventory with key Tier 1 customers and visibility for key Tier 2 customers
	1	2	3	4	5	6	7	8	9	10	
Information sharing with key suppliers limited to contracted volumes and orders	1	2	3	4	5	6	7	8	9	10	Monthly rolling capacity reservations and weekly rolling requirements plan with all key suppliers
	1	2	3	4	5	6	7	8	9	10	
Service and sales are prioritized over cost, cash, CO2 or people	1	2	3	4	5	6	7	8	9	10	The impact of service and sales on cost, cash, CO2 or people are always discussed
	1	2	3	4	5	6	7	8	9	10	

AS IS	7-13	14-20	21-27	28-34	35-41	42-48	49-55	56-62	63-70
TO BE	7-13	14-20	21-27	28-34	35-41	42-48	49-55	56-62	63-70