

# TEMPLATE | SCORE CARD

## Assessing your 2ND vs 4TH generation – STRATEGIC – 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 “designed for cost versus competitive advantage”
  - › The extreme to the left (linked to a 2nd generation capability) states: Our supply chains are designed for minimum cost
  - › Extreme to the right (linked to a 4th generation capability) states: Our supply chains are designed for achieving a competitive edge
- › 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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## Assessing your 2ND vs 4TH generation – STRATEGIC – Supply Chain Capabilities

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

Our supply chains are designed for minimum cost

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

Our supply chains are designed for achieving a competitive edge

We first define the business strategy and then translate that into a supply chain strategy

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

We jointly define the business strategy and the supply chain strategy

We first design our product and then design our supply chain

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

We jointly design our products and the supply chain

Sales decides on the lead times towards the customer

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

A cross functional group decides on the lead times towards the customer

We have one standardized supply chain process

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

We have different supply chain approaches for different customer segments

We define our sustainability plans and targets through a dedicated process

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

Our sustainability plans and targets are defined in our yearly strategy process

There are no conflicts between our sustainability and financial metrics

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

We understand where sustainability and financial metrics conflict and have guidelines how to prioritize

AS IS

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

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