Supply Chain Improvement from End-to-End

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Supply Chain Improvement From End-to-End | What & Why?

In reaction to increased pressure to deliver improved customer satisfaction, bottom-line impact and greater efficiency, businesses today have renewed focus on optimizing the supply chain

What: End-to-End (E2E) Supply Chain is the integration of technology, collaboration and enterprise strategy to optimize supply chain processes and connectivity throughout the value chain to create competitive advantage as defined by the business and valued by the customer. Cost, quality and delivery are table stakes; today's supply chain must transform by focusing on agility, resiliency and transparency to create enterprise value

Why:

1 **The symptom is often not the problem.** Businesses must address the root cause, not the *squeaky wheel*. Often the supply chain pain point that is most visible is only one aspect of a larger issue. Digging beneath the surface will yield systemic, sustainable change as opposed to a quick fix.

2 **Disruption is affecting businesses across all industries.** With disruptors evolving at a speed that surpasses most organizations' ability to change, companies must go on the offensive to survive and compete. Supply chain improvements impact technological change and the customer experience via rapid cost reduction, driving service revenue and enabling new services and speed.

3 **Build momentum through early successes** that orient the organization toward action and results. Enterprises that tackle a pain point can take positive supply chain value, albeit incremental, and move into a true end-to-end solution to maximize value.

4 **An enterprise-wide approach is invaluable.** Understanding supply chain challenges and risks highlights operational issues and hurdles to drive and influence an effective and transformative end-to-end solution. The broader perspective will yield greater cumulative results than the aggregate of isolated function or process specific solutions.

5 **Supply chain initiatives fail from unintended consequences between silos within supply chain and across other functional areas.** The supply chain ties the company together; pushing in one area without coordination and transparency creates customer service failures and cost consequences.

6 **Successful end-to-end engagements hinge on the commitment and capabilities of the people you have in place.** Businesses must ensure that existing personnel are adequately educated and equipped from the start. Upgrading talent should alleviate any gaps or deficiencies that remain.

7 **Performance metrics must be selected to show functional and integrated supply chain performance** to consistently address customer needs for past and future performance. The integrated supply chain exists to connect customers to the enterprise and its suppliers in support of the firm's strategy. Total cost and service models are prerequisites to driving thoughtful end-to-end supply chain transformation

8 **The customer is a business' most coveted asset. End-to-end supply chain transformation starts with a focus on the customer and an (often unreasonable) expectation of customer service and cost.** Transformation requires a denial of the current state and unwavering loyalty to reality and the required transformation.
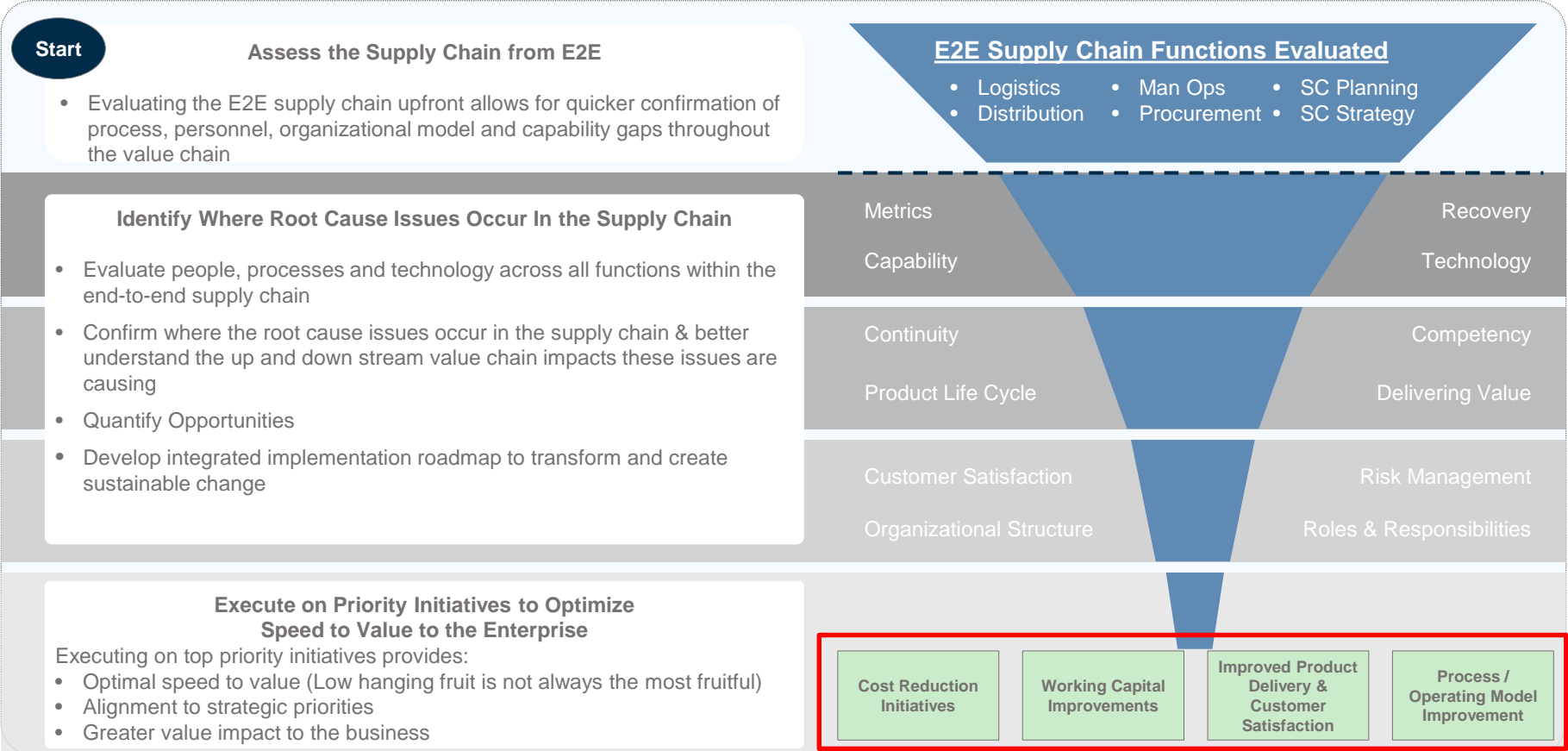
9 **Partnerships with IT, HR and Finance enable end-to-end supply chain transformations.** Working with other functional areas enables human capabilities, systems and financial transparency throughout the supply chain. Technology today plays a critical role in driving real time optimization, defining new service delivery models, and creating transparency and connectivity throughout the end-to-end supply chain.

10 **Done well, end-to-end can be the catalyst to enterprise wide transformation.** The focus on supply chain cost savings initiatives drives big impact to the bottom-line early, fueling the possibility for true transformation. An efficient supply chain has a positive effect on both speed and agility and helps to build a platform for sustainable value.

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Supply Chain Improvement From End-to-End | Assessment to Execution

Evaluate the E2E Supply Chain Upfront to Confirm Top Priorities to Optimize Value to the Enterprise

Start

Assess the Supply Chain from E2E

- Evaluating the E2E supply chain upfront allows for quicker confirmation of process, personnel, organizational model and capability gaps throughout the value chain

E2E Supply Chain Functions Evaluated

- Logistics
- Distribution
- Man Ops
- Procurement
- SC Planning
- SC Strategy

Identify Where Root Cause Issues Occur In the Supply Chain

- Evaluate people, processes and technology across all functions within the end-to-end supply chain
- Confirm where the root cause issues occur in the supply chain & better understand the up and down stream value chain impacts these issues are causing
- Quantify Opportunities
- Develop integrated implementation roadmap to transform and create sustainable change

Metrics	Recovery
Capability	Technology
Continuity	Competency
Product Life Cycle	Delivering Value
Customer Satisfaction	Risk Management
Organizational Structure	Roles & Responsibilities

Execute on Priority Initiatives to Optimize Speed to Value to the Enterprise

Executing on top priority initiatives provides:
- Optimal speed to value (Low hanging fruit is not always the most fruitful)
- Alignment to strategic priorities
- Greater value impact to the business

Cost Reduction Initiatives	Working Capital Improvements	Improved Product Delivery & Customer Satisfaction	Process / Operating Model Improvement

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Our E2E Assessment Will Target a Supply Chain Transformation Strategy and Implementation Plan

An assessment by experienced senior supply chain and business leaders helps our clients evaluate, develop and target specific actions to develop new capabilities, serve the business and optimize the E2E supply chain.

Relevant Assessment Areas

Strategic Alignment with Business & Capability Evaluation

Cost Reduction

Working Capital Improvements

Improved Product Delivery & Customer Satisfaction

A&M's E2E Assessment Process – Example Output

Sample Assessment & Execution Project Output

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Supply Chain Improvement From End-to-End | Next Steps

The symptom is often not the problem…

Businesses must address the root cause. Often the supply chain pain point that is most visible is only one aspect of a larger issue.

The "squeaky wheel" may be unrelated to the root cause and "fixing the squeaky wheel" may worsen the problem / waste money / add no value

⌄

Consider A&M's E2E diagnostic tool is a first step to help determine where the strengths and weaknesses lie, helping to pinpoint the real issues

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The real issues may then be tackled as stand-alone fixes or incorporated into a wider end-to-end optimization project

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