

---

## Supply Chain Assessments and Process Benchmarking

---

Supply Chain Visions is a specialized consulting firm dedicated to assisting companies with supply chain strategy development, implementation and education. Our expert advice and collaborative approach help clients develop solutions that are strategic as well as practical, cost effective and focused on driving measurable performance improvements.

Not only are we experts in logistics and supply chain benchmarking, but we actually wrote the industry standards for conducting process assessments. Supply Chain Visions authored the *Logistics and Supply Chain Process Standards* on behalf of the Council of Supply Chain Management Professionals (CSCMP).



The *Supply Chain Management Process Standards* were the first comprehensive and authoritative reference guide containing general guidelines to help companies self-assess supply chain processes by identifying process strengths and weaknesses...and to focus attention on areas where improvement efforts will drive the most benefit.

Supply Chain Visions also authored the Warehouse Education Resource Council (WERC); *Warehouse Manager's Guide to Benchmarking* and conducts an annual warehouse benchmarking survey for the WERC and DC Velocity magazine in conjunction with Georgia Southern University. Our research activities provide industry current metrics and process trends that we utilize in our assessments.



### Our Approach to Assessments

The Supply Chain Visions philosophy is to “teach a company to fish” rather than bring in herds of consultants costing thousands of dollars which generally wind up as “Vinyl Binder” studies that sit on a book shelf. Instead Supply Chain Visions works to “coach” client employees/teams through the projects they are tackling by embedding our consultants as part of the client team, serving an educational role as much as a consulting role. Supply Chain Visions will assess the current state of the supply chain, work with your project team to build a supply chain vision for the future and support the improvement efforts.

## Repeatable Benchmarking Process

Supply Chain Visions conducts supply chain assessments utilizing a comprehensive seven step approach. This practical approach includes both quantitative and qualitative techniques to assess your company's processes and metrics to both internal and external standards.



©2007 Supply Chain Visions

### **Plan – Set Priorities and Identify Processes**

We begin by clearly defining the business problem your company is seeking to solve through supply chain coaching and facilitation as needed. We then work with your organization to identify what processes are important to meeting your objectives and to addressing your business problem.

### **Measure – Collect Data / Process Assessment**

At this point we assess and document your current businesses processes and infrastructure in the supply chain area we will be addressing and compare to industry best-in-class. We examine the metrics your firm currently employs to track your performance and, if appropriate, we explore other possible metrics that might prove valuable going forward.

Unlike many consulting companies we do not base our assessments on manager only interviews. Our process assessment approach is based upon direct interviews with the individuals performing the tasks and processes in their working environment; we like to see the processes in action. Our goal is to uncover how processes are truly working and to get input from a broad base of employees. Our assessments are focused on discovering process inefficiencies and the root causes of problems, more so than providing a grade. This unique approach leaves the client team better able to enact genuine and enduring change in the organization in support of strategic objectives.

Supply Chain Visions' assessments deliver an overall gap analysis of the processes assessed, benchmarking observed practices to your industries best practices, if appropriate internal best practices are also identified. Both qualitative and quantitative results can be delivered and linked to your specific industry.

---

### **Compare - Gap Identification with Identification of Benefit Value**

A comprehensive assessment document is reviewed with the management team in a workshop format to identify gaps and opportunities and to prioritize improvement initiatives. A Roadmap to Success, mapping out process improvements to close gaps, is developed. This step normally involves establishing and deploying new or revised business processes and altering or making different/better use of the technologies available to your firm. A key part of the Blueprint Planning Phase is an iterative review with your company's management to be certain that the envisioned solutions meet your firm's requirements and constraints.

During the gap analysis workshop each process will be prioritized by strategic impact and cost impact. We identify the reasons for low or poor performance for key processes as well as assessing the benefit value of improving the process. Because your employees are intimately involved in the identification of current process shortcomings and desired changes, those employees make a significant contribution to the design of any improved approaches. The goal is for your firm's employees to actively drive the required changes.

### **Act - Transformation Roadmap / Implementation Plan**

Supply Chain Visions will facilitate a workshop, with your management team, tailored to drive informed decision-making around the following:

- ❖ Assessment findings and recommendations
- ❖ Gap analysis and cost benefit analysis
- ❖ Alignment of improvement initiatives to strategic goals and priorities
- ❖ Creation of a consensus recommendation
- ❖ Prioritization of improvement initiatives
- ❖ Proposed project plans and timelines

This sort of interaction dramatically increases the likelihood that new methods or processes will remain in practice after Supply Chain Visions completes its on-site work. In addition, having your company's key personnel contribute to the Roadmap is important because it assures that new approaches for performing work will contribute directly to the company's operational and financial objectives. The Roadmap will be aligned to your strategic objectives.

### **Catalog of Best Practices**

Supply Chain Visions utilizes its proprietary *Catalog of Best Practices*, covering over 250 process attributes, to conduct a comprehensive assessment of the processes selected for review. This catalog was the basis for the CSCMP Supply Chain Process Standards mentioned previously, and contains additional levels of detail and additional processes not published in those industry standards. By assessing these process attributes, Supply Chain Visions can determine likely minimum practice standards as well as what is considered a typical best practice for the client and the client's industry.

To develop our standards, industry leaders and academic experts were interviewed and additional research of current trade and academic literature was completed. Our catalog is organized in the SCOR framework and covers all six main sections of **Plan, Source, Make, Deliver, Return** and **Enable**. Supply Chain Visions continuously updates our working catalog to keep it current with industry trends, changes in technology and leading research into supply chain processes, systems and solutions.

---

## Quantitative Benchmarking

Supply Chain Visions can also perform quantitative benchmarking assessments, comparing key performance measures against industry average and best practices. Quantitative assessments are based on industry data and industry standard metric definitions. Supply Chain Visions uses multiple sources for metric data including:

- ❖ Warehouse Education Research Council's Annual Benchmarking Data where Supply Chain Visions is the lead researcher.
- ❖ APOC's Benchmarking Data from the *Open Standards Benchmarking Collaborative Research Surveys* that are continually updated and expanded as more companies take part in the free benchmarking study.
- ❖ Industry specific metrics drawn from academic and trade groups.

## Applied Research and Professional Development

Supply Chain Visions is a thought leader in warehouse and logistics performance management.

### Publications

- ❖ Authored a 12 month series on warehouse performance metrics for DC Velocity magazine
- ❖ Conduct an annual warehouse benchmarking survey for the Warehouse Education and Research Council and DC Velocity magazine
- ❖ WERC Warehouse Manager's Guides on Benchmarking and Performance Management Benchmark Guides.
- ❖ Author for thought leadership consortium studies for APOC on best practices in returns management, logistics and procurement

### Education

- ❖ Develop and teach courses for the Warehouse Education and Research Council on Warehouse Performance Management and Warehouse Benchmarking.
- ❖ Faculty member at University of Tennessee and Wright State University: Pioneered courseware and teach courses in Applying Lean in Supply Chain and Performance Based Logistics.
- ❖ Guest teaching supply chain benchmarking and performance management at over a dozen universities as guest faculty - bringing practical and engaging lectures to a broad range of Universities. Supply Chain Visions has taught classes at the University of Washington, Georgia Southern University, University of Missouri, University of Oregon, Seattle University, Ohio State University, Stanford University, Tufts University, Seattle Pacific University, University of Dubai, Texas Christian University, Auburn University, University of Nevada, and the China Development Institute.

### Industry Affiliations

Supply Chain Visions also maintains close affiliations with industry groups acting as a *Subject Matter Expert* for supply chain benchmarking and performance management.



*Please feel free to contact Supply Chain Visions to discuss your requirements or email us at [info@scvisions.com](mailto:info@scvisions.com).*