

Strategic Planning Guide

How to create a one-page strategic plan that **Chief Supply Chain Officers** will actually use

The why and how of mapping support for supply chain strategy

Defining supply chain strategic plans by starting from detailed, function-specific, bottom-up analysis of future expectations and current constraints not only is too complex and time-consuming but also carries the risk of losing sight of the overall supply chain strategic ambition.

As a result, chief supply chain officers (CSCOs) often struggle to translate visions, goals and objectives into understandable, easily communicated integrated priority actions.

Gartner suggests using a disciplined framework to collaborate with key supply chain stakeholders on supply chain strategy, priorities and interdependencies. Called the “Matrix,” this framework aids in end-to-end supply chain strategy development.

Key elements of supply chain strategy

- Supply chain current state
- Future-state capabilities
- Gaps between current and future state
- Priority activities and initiatives

The why and how of mapping support for supply chain strategy

01 Scoping

The initial scoping phase of strategy planning requires a top-down approach to understand the internal and external context of the supply chain now and in the future. A key focus area is gaining an overarching view of the end-to-end supply chain's capabilities, as opposed to drilling down on details.

The Matrix is a blank canvas tool that individual organizations can use to map their current supply chain capabilities and plan for their future, desired-state supply chain.

02 Planning

Supply chain strategic planning must incorporate the contemplation and development of a number of capabilities and resources, including organization, process, skills, data and technology.

The Matrix is a simple, yet powerful, one-page view of end-to-end supply chain capabilities, combined with the critical aspects of agility.

03 Execution

Realizing the strategy requires finding consensus across multiple functional supply chain heads and securing the buy-in of key stakeholders, including CxOs.

The Matrix helps determine how all the interconnected parts of an end-to-end supply chain interact with one another.

Overall approach

The Matrix is a journey that starts by forming a team from across different areas of supply chain and operations. This cross-functional team maps the Matrix.

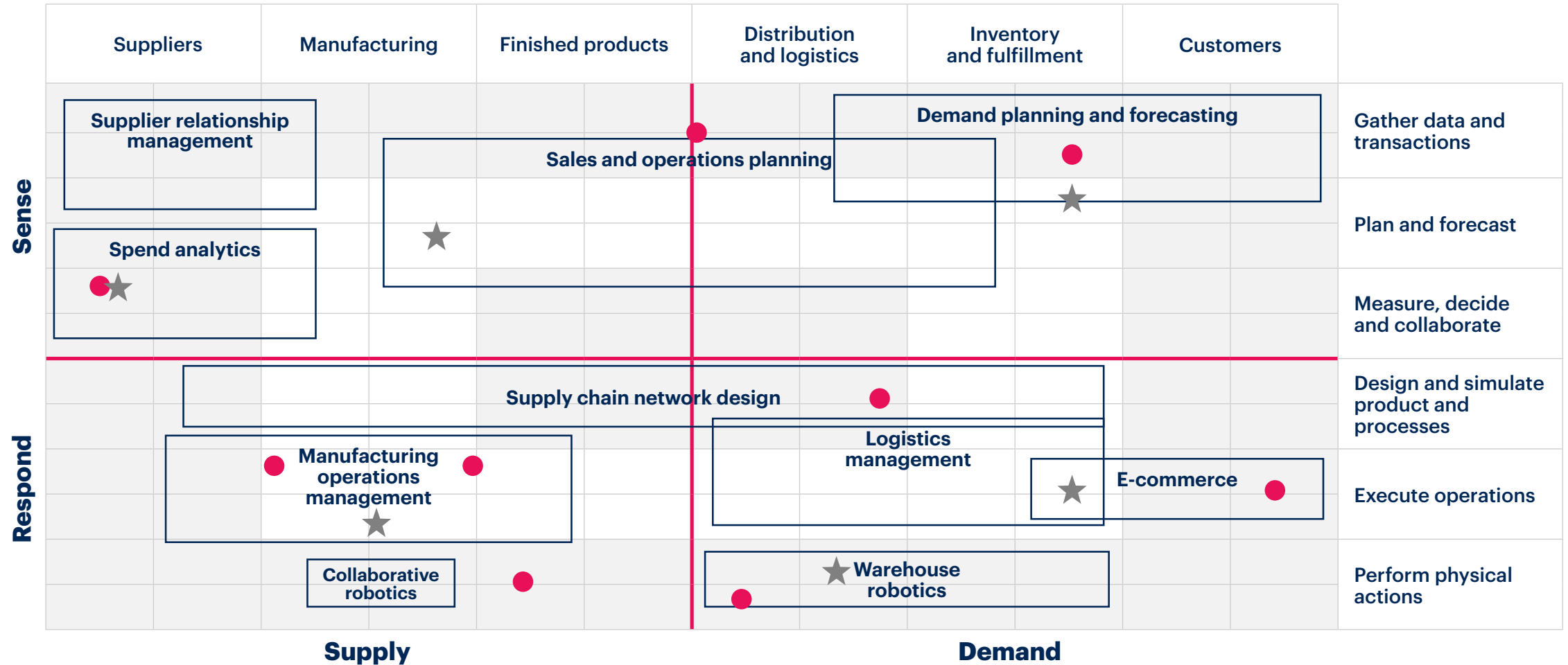
Gartner helps CSCOs align supply chains to business and customer needs, and ensures that the capabilities, competencies, organizational design, cost optimization and innovation choices deliver sustainable competitive advantage over the long term, no matter the changes to expectations or disruptions

Learn more about Gartner support at gartner.com/en/supply-chain

A Framework for Designing Supply Chain Strategy

Discuss, plan and prioritize a holistic, multiyear supply chain transformation roadmap. Examples are illustrative.

□ Process ● Capability ★ Priority



A Framework for Designing Supply Chain Strategy

Print out and draw in the empty fields to complete.

Process





Capability

★ Priority

| | | Suppliers | | Manufacturing | | Finished products | | Distribution and logistics | | Inventory and fulfillment | | Customers | | |
|----------------|--|-----------|--|---------------|--|-------------------|--|----------------------------|--|---------------------------|--|-----------|--|---|
| Sense | | | | | | | | | | | | | | Gather data and transactions |
| | | | | | | | | | | | | | | Plan and forecast |
| | | | | | | | | | | | | | | Measure, decide and collaborate |
| | | | | | | | | | | | | | | Design and simulate product and processes |
| Respond | | | | | | | | | | | | | | Execute operations |
| | | | | | | | | | | | | | | Perform physical actions |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| Supply | | | | | | Demand | | | | | | | | |

Actionable, objective insight

Explore these additional complimentary resources and tools for CSCOs:

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