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# Guide to Create an Effective Digital Supply Chain Roadmap

## Introduction

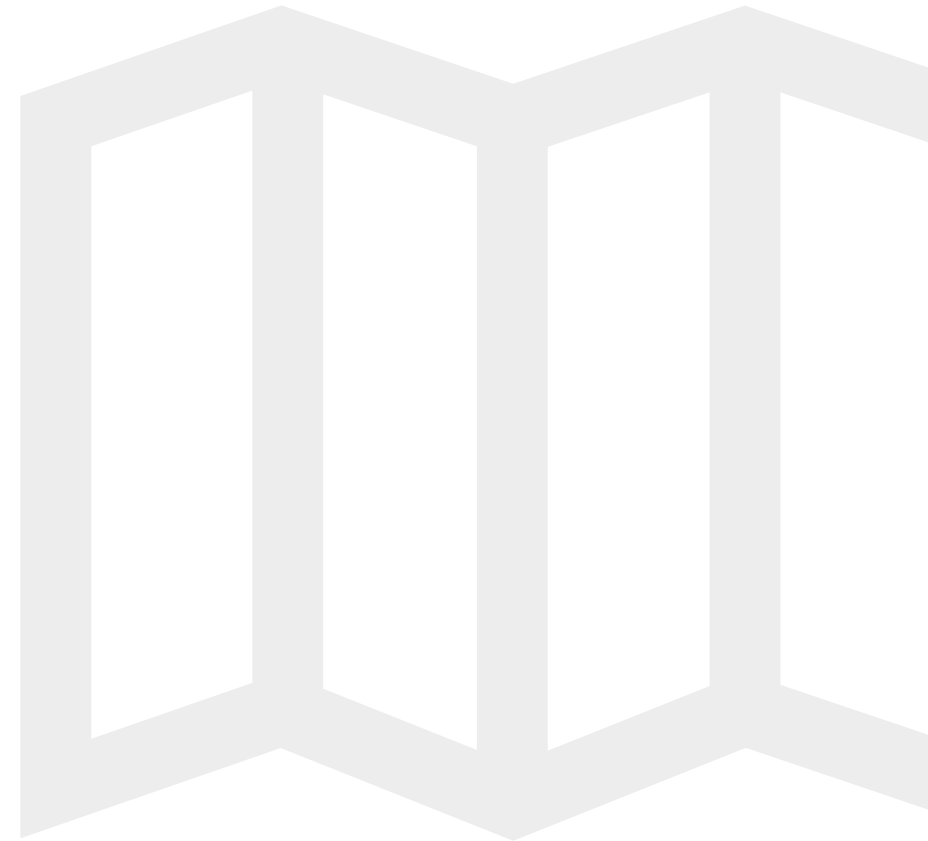
Supply chain digital transformation is proven to mitigate supply chain risk and optimize supply chain cost, but it requires strong alignment between business and supply chain strategy to succeed.

It also requires technical skills, including advanced analytics, business skills like cross-functional collaboration and data-driven decision making, and behaviors/traits such as adaptability and risk taking.

Chief supply chain officers (CSCOs) are under pressure to digitalize the supply chain, but many struggle to translate their digital supply chain ambition into an understandable, easily communicated and business-aligned digital transformation roadmap.

A digital supply chain roadmap is a multiyear plan for supply chain technology investment to support business growth. The best roadmaps address capability, talent and process implications of digital technology on the end-to-end supply chain.

Start leveraging supply chain digital technologies to increase business performance by first building and deploying an integrated digital transformation roadmap that addresses both short-term improvements and a strategic long-term vision. This guide outlines the keys to creating an effective digital supply chain roadmap.



## Objectives of the digital supply chain roadmap

### Project Outcomes

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The business's digital transformation and optimization goals align with the supply chain's capabilities.



The CSCO and supply chain technology leaders can assess the implications of new digital technology on the business model and supply chain operating model, including capabilities, talent and processes.



Supply chain has a multiyear plan for technology investments to support business growth.



The CSCO can assess the current digital competencies and skills of their staff and identify where to focus on building these further.

### Problems Addressed

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CSCOs pursue digital initiatives that do not support the enterprise's digital objectives.



CSCOs are unsure how existing business capabilities can be leveraged to realize the business's digital ambitions.



Supply chain technology leaders do not have visibility into available capabilities and resources, leading to technology investment plans that are disconnected from supply chain's current digital capabilities and competencies.

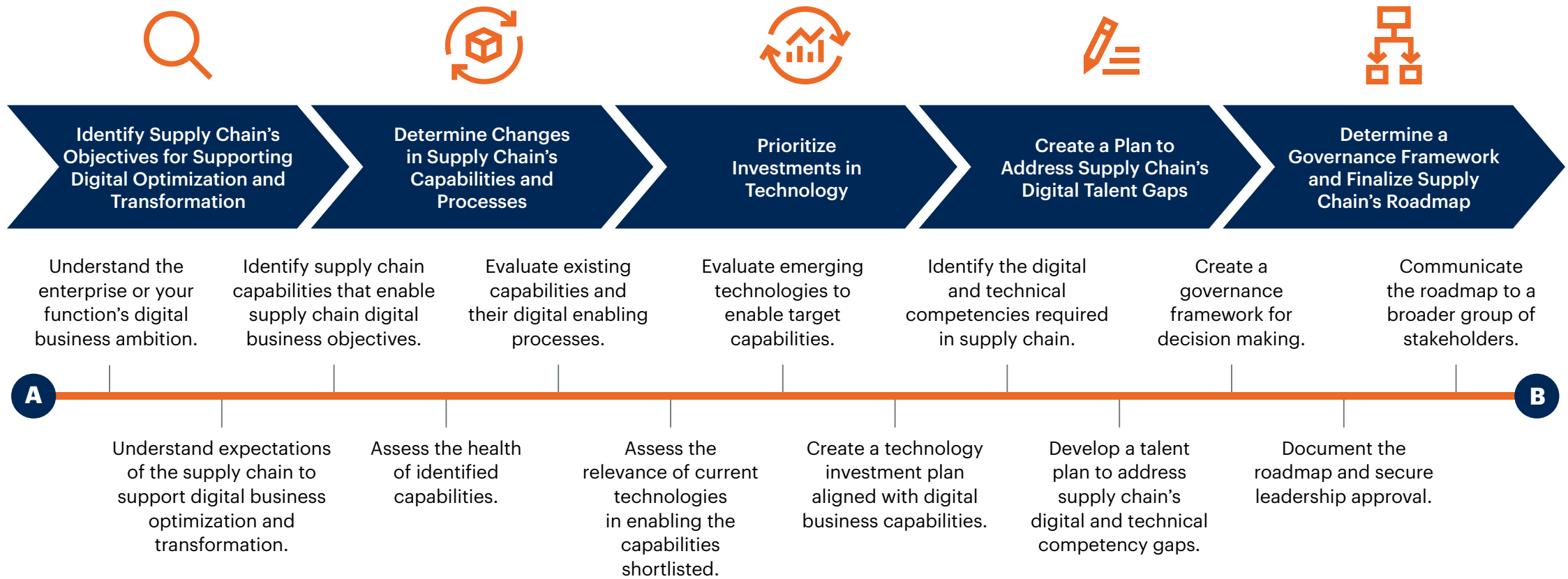
## Roles and responsibilities of the supply chain digital transformation project team

Role	Responsibility
CSCO	Provide an overview of the business and supply chain mission, operations and performance objectives.
Head of Supply Chain Strategy Realization	Manage the activities to gather and analyze inputs on requirements and options, identify roadmap content and gain stakeholder approval for the investments and resources required.
Supply Chain Technology Leadership	Ensure success in digital supply chain activities by overseeing process and technology integration.
Enterprise Architect	Articulate the vision of how business capabilities will drive enterprise value.
Business Unit Manager(s)	Validate the business capabilities to ensure they accurately reflect their group's activities.
Supply Chain Finance Leadership	Manage the financial activities, including cost-benefit analysis, calculating ROI planning and allocating budgetary resources to support digital business objectives.

## Step-by-step process for creating an effective digital supply chain roadmap

### Overview of the Roadmap Process

**A** Current State **B** Future State



Source: Gartner

## Supply chain digitalization: Solutions to common pitfalls

### Common Pitfall

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**Skewed focus on quick-win optimizations for supply chain:** CSCOs tend to react to market opportunity at any cost, prioritize isolated functional efficiencies and struggle to deliver desired end-to-end outcomes.

**Experimenting with new technology and processes in isolation:** CSCOs do not understand their role in the organization's digital journey and thus experiment with disruptive technologies and processes for their function in isolation, leading to wasted effort and delays.

**Prioritizing technology investments:** Because they assume digitalization mainly involves making technology investments, CSCOs often fail to develop the capabilities that drive digital transformation.

### Solution

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**Pursue a balanced digital ambition:** Determine the strategic mix of digital optimization and transformation, and then build a holistic blueprint that supports short-term internal operating performance without overlooking customer needs or sacrificing business competitiveness.

**Align supply chain with the digital business ambition:** Ensure supply chain's digital goals, urgency, mindset and language are consistent with the organization's strategy to deliver customer value.

**Foster digital competencies:** Assess the implications of new digital technology on the business model and supply chain operating model, including capabilities, talent and processes.

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