



LEADING YOUR SUPPLY CHAIN TO COMPETITIVE ADVANTAGE

Align with Business, Make The Right Tradeoffs, and Invest Wisely

CREATING THE PATH TO A SUPPLY CHAIN ADVANTAGE

Supply chains have taken on a new level of strategic importance in every organization. Skillful and forward-thinking leadership teams are hoping to seize significant value through the advantages offered by the new tools of the 4th industrial revolution. In *Leading Your Supply Chain to Competitive Advantage*, leaders will look through the lens of the “to be” to define how they’ll pursue new leadership skills, risk management plans, opportunities for innovation, and a strategy that parallels the company’s plan for growth.

PROGRAM FEATURES

Leading Your Supply Chain to Competitive Advantage consists of six 1-week Sprints developed by Penn State Smeal College of Business and CORP/U. The program supports leaders in developing a supply chain strategy that parallels the corporate strategy and puts the supply chain on a transformation trajectory that lands the company out ahead of its competitors.

SPRINT 1 : Strategic Leadership Within Your Supply Chain Organization

This module makes the case for supply chain leaders to build a strong partnership with business leaders and to align the supply chain strategy to the organization’s corporate strategy. Supply chain leaders begin to understand how to configure and integrate their activities to align with the approach the company is pursuing to build competitive advantage, through cost management, differentiation, or focus. Leaders discover why they need a broader skill set than in the past as they consider success factors in top ranked supply chains as they learn how cross-functional collaboration, analytical tools, optimization software and other factors make best-in-class supply chains so efficient and effective.

SPRINT 2: Building Continuity and Resiliency in Your Supply Chain

Supply chains must be resilient against many kinds of shocks that could be introduced through a vendor bankruptcy, weather event, cyber attacks and other unplanned events. Any disruption can result in harmful financial impacts. Leaders learn how supply chain teams can prepare by analyzing and managing risks, and putting in place continuity plans to minimize impacts from disruptions. In this Sprint, leaders identify strengths and weaknesses in continuity plans, develop risk reduction plans, practice decision making and learn to manage risk levers through a simulated disruption. Leaders discuss ways to address supply chain design, buffers, operating flexibility, security and other levers to prevent or manage disruptions.

SPRINT 3: Defining Ways to Improve Your Supply Chain

This module directs leaders to find improvement opportunities that can create competitive advantages. Leaders will learn to compare and prioritize opportunities by collecting data evaluating cost/benefit, ease of implementation and risk for each opportunity. They’ll factor into their analysis the seven supply chain principles, that when managed consistently well, yield a world-class supply chain. They’ll also look for opportunities in nine common areas -- suppliers, transportation, inventory, SKUs and others -- that are rich with potential for improvement. Leaders use assessments, data analysis principles and Pareto charts to find and plan improvements.

SPRINT 4: Supply Chain as a Competitive Advantage

How does the company’s supply chain performance stack up against performance of its competitors in terms of customer service, cost, revenue and innovation? Leaders discuss competitive levers and changes that would put the supply chain on a path to outperforms competitors. They’ll explore the concept of the triple bottom line and how today’s sustainability goals often intersect with objectives to reduce waste and make operations more efficient and safer. Using the Innovation Matrix, leaders will collaborate to identify game-changing innovations in two categories: product/service or supply chain process, and two approaches: incremental or radical.

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SPRINT 5: Supply Chain Alignment and Orchestration

The goal of every supply chain team is to achieve complete supply chain orchestration where executives, employees and partners all have complete visibility across the supply chain and real-time information to make good decisions. In this Sprint, leaders use frameworks to evaluate alignment and collaboration, categorize functional areas as Traditional, Progressive or Leading, and evaluate ways to develop new synergies when managing client returns, moving from a demand-driven to market-driven network, using analytics to drive new efficiencies across the supply chain. Leaders work in small groups to determine how they will take action on one improvement opportunity.

SPRINT 6: Aligning Supply Chain Goals with Your Corporate Strategy

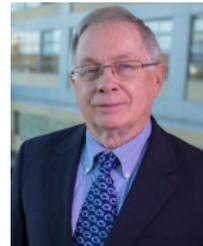
The final Sprint in Leading Your Supply Chain to Competitive Advantage asks leaders to consider process-led transformation work that could strengthen the alignment between the supply chain strategy and the company's strategic priorities. Leaders examine the state of supply chain assets. Are the current assets preventing the company's effort to lead its industry because they are redundant, inefficient, or in poor repair? Leaders discuss the supply chain's current level flexibility and if it could be easily adapted to accommodate a merger or acquisition. The Sprint reviews how supply chain leaders use McKinsey's 7S Framework and a trajectory diagram to plan improvements supply chain teams can make to put a company out of ahead of its competitors.

ABOUT THE EXPERTS



STEVE TRACEY

Executive Director of the Center for Supply Chain Research™ and Penn State Executive Programs, and an instructor for the Supply Chain and Information Systems Department within Smeal College of Business. Diverse global background directing operations with full P&L responsibilities in more than 14 countries.



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Senior Partner, Chain Connectors, Inc. and Affiliated Faculty Member in Supply Chain Management, Penn State University. Leads engagements in supply chain strategy, including supply chain organizational structure, inventory strategy and transportation strategy.



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