

**LEADing Practice: Supply Chain Business Architecture**

Value Model		Performance Model		Business Model		Operating Model			Process Model					
Strategies & Objectives	Critical Success Factors	Key Performance Indicator	Business Model Level	Business Competency Area	Business Competency	Operational Business Competency	Business Competency Owner	Operating Model Strategy	Business Process Type	Business Process Area	Business Process Group	Business Process	Business Process Activity/Step	
Supply Chain Cost Efficiency	Optimize Cost, Cash Flow and Capital	Optimized asset related costs	1. Strategic	Operations Supply Chain Support	Supply Chain assets	Asset allocation	COO/CIO	Variable	Management Process	Manage Financial Resources	Manage treasury operations	Manage treasury policies and procedures	Revise treasury procedures	
		Improve balance between buy and lease	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain sourcing guidelines, standards	CFO/VP of SCM	Variable	Supporting Process	Manage Financial Resources	Manage treasury operations	Manage treasury policies and procedures	Develop and confirm internal controls for treasury	
		Improve effectiveness of plant maintenance	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain Safety	Supply Chain regulations and compliance	COO/VP of SCM	Focused	Supporting Process	Develop Vision and Strategy	Manage strategic initiatives	Develop strategic initiatives	Ensure supply chain regulations and compliance
		Increase use of leased product/service equipment	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	COO/VP of SCM	Variable	Supporting Process	Acquire, Construct, and Manage	Obtain, install, and plan maintenance for	Obtain and install equipment	Procure equipment
		Divest low-utilization infrastructure	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain assets	Asset maintenance	CFO/CIO	Focused	Main Process	Acquire, Construct, and Manage	Dispose of product/services assets	Dispose of product/services assets	Perform sale or trade
		Improve preventive equipment maintenance	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Equipment & Plant Maintenance	Supply Chain maintenance, plan and schedule	COO/VP of SCM	Resilient	Main Process	Acquire, Construct, and Manage	Maintain product/services assets	Provide preventive maintenance for workplace and assets	Perform supply chain schedule
		Increase utilization of product/service equipment	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain assets	Assets guidelines, rules and standards	COO/VP of SCM	Focused	Main Process	Acquire, Construct, and Manage	Design and construct/acquire product/services assets	Provide workspace and assets	Change fit/form/function of workspace and assets
		Reduce number of data centers, branch offices, dealerships, retail	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain assets	Asset maintenance	COO/CIO	Focused	Main Process	Acquire, Construct, and Manage	Dispose of product/services assets	Develop exit strategy	Reduce number of data centers
		Reduce Supply Chain Administration Costs	Consolidate company real estate/facilities	1. Strategic	Operations Supply Chain Support	Asset allocation	Asset allocation	CFO/VP of SCM	Resilient	Management Process	Acquire, Construct, and Manage	Design and construct/acquire product/services assets	Develop property strategy and long-term vision	Confirm alignment of property requirements with business
			Consolidate company real estate/facilities	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	COO/CRDO	Variable	Supporting Process	Manage Information Technology	Develop and maintain information technology solutions	Develop the IT development strategy	Establish Supply Chain Sourcing strategy for IT development
	deployment		1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	COO/CRDO	Variable	Supporting Process	Manage Information Technology	Develop and maintain information technology solutions	Develop the IT development strategy	Establish Supply Chain Sourcing strategy for IT development	
	Service Flow development for operations and maintenance services		1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	COO/VP of SCM	Variable	Supporting Process	Deliver Product/services	Produce/Manufacture/Deliver product/service	Schedule product/service	Generate line level plan	
	Service Flow development for procurement functions		1. Strategic	Operations Supply Chain Support	Operations Supply Chain Support	Operational support business planning	Operational support business planning	CPO	Variable	Main Process	Develop Vision and Strategy	Develop business strategy	Evaluate strategic options to achieve the objectives	Define strategic options
	Service Flow development for property management functions		1. Strategic	Operations Supply Chain Support	Operations Supply Chain Support	Workload and resource forecast	Workload and resource forecast	COO/VP of SCM	Variable	Main Process	Acquire, Construct, and Manage	Design and construct/acquire product/services assets	Develop property strategy and long-term vision	Confirm alignment of property requirements with business
	Consolidate order fulfillment functions		2. Tactical	Supply Chain & Logistics	Order Fulfillment	Order management planning	Order management planning	COO/VP of SCM	Variable	Main Process	Deliver Product/services	Manage logistics and warehousing	Operate outbound transportation	Plan, transport, and deliver outbound product/service
	Manage procurement for MRO on a national or global basis		2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement flow	Procurement flow	CPO	Resilient	Supporting Process	Deliver Product/services	Manage materials and services	Develop sourcing strategies	Develop procurement plan
	Outsource partner administration activities		2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	CFO/VP of SCM	Variable	Main Process	Manage Financial Resources	Manage taxes	Develop tax strategy and plan	Develop foreign, national, state, and local tax strategy
	Reduce fixed cost by paying for usage, not for availability		2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing guidelines, standards	Supply Chain Sourcing strategy	COO/VP of SCM	Variable	Main Process	Acquire, Construct, and Manage	Design and construct/acquire product/services assets	Plan facility	Negotiate terms for facility
	Reduce Reduce Cost of goods sold (CoGS)	Refine/align logistics and Supply Chain & Logistics strategies	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics network planning	Supply Chain & Logistics network planning	COO/VP of SCM	Responsive	Management Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Design logistics network
		Improve Service Flow development for service and support operations	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	COO/VP of SCM	Variable	Main Process	Manage Customer Service	Measure and evaluate customer service operations	Measure customer satisfaction with customer	Develop customer feedback to product/service management on
		Improve purchasing on a national/global basis	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	CPO	Focused	Main Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Collaborate with suppliers to identify sourcing opportunities
		Increase emphasis on designing and packaging for Supply Chain & Service Flow development for end-user support	2. Tactical	Supply Chain & Logistics	Supply Chain & Logistics Planning	Plan Supply Chain & Logistics requirements	Plan Supply Chain & Logistics requirements	COO/CRDO	Responsive	Main Process	Develop and Manage	Develop product and services	Design, build, and evaluate product and services	Collaborate on design with suppliers and contract
		Improve physical security of people	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	COO/CIO	Variable	Main Process	Manage Information Technology	Develop and maintain information technology solutions	Develop the IT development strategy	Establish Supply Chain Sourcing strategy for IT development
		Improve physical security of people	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	EHS guidelines, rules and rewards	EHS guidelines, rules and rewards	CRSO	Resilient	Supporting Process	Acquire, Construct, and Manage	Manage physical risk	Develop physical risk guidelines	Establish EHS guidelines and rules
		Compliance with environmental standards	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain regulations and compliance	Supply Chain regulations and compliance	COO/CIO	Resilient	Main Process	Manage External Relationships	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program
Compliance with health standards		2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain regulations and compliance	Supply Chain regulations and compliance	CHRO/CIO	Resilient	Main Process	Manage External Relationships	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program	
Improve focus on internal controls and regulatory compliance		2. Tactical	Operations Supply Chain Support	Supply Chain operations	Information management	Information management	CFO/VP of SCM	Resilient	Main Process	Manage Financial Resources	Manage internal controls	Establish internal controls, policies, and procedures	Define and communicate code of ethics	
Lower Supply Chain Risk (SC Governance/Risk/Compliance)		Improve analysis of managerial information	1. Strategic	Operations Supply Chain Support	Supply Chain operations	Information management	Information management	CFO/COO	Responsive	Main Process	Manage Knowledge, Improvement	Develop enterprise-wide knowledge management (KM)	Develop KM strategy	Develop core KM methodologies
	Increase emphasis on continuous, proactive performance management	1. Strategic	Operations Supply Chain Support	Supply Chain Quality	Quality audits and control	Quality audits and control	CFO/COO	Responsive	Management Process	Manage Quality	Manage internal controls	Perform quality audits and control reports	Develop quality audits and control reports	
	Improve tracking and communication of program/project progress	2. Tactical	Operations Supply Chain Support	Supply Chain operations	Information and knowledge management plan	Information and knowledge management plan	CFO/COO	Responsive	Main Process	Manage Information Technology	Manage enterprise information	Manage information resources	Define the enterprise information/data policies and standards	
	Align internal audit practices with business and risk objectives	1. Strategic	Operations Supply Chain Support	Supply Chain Quality	Quality guidelines and standards	Quality guidelines and standards	COO/VP of SCM	Resilient	Main Process	Manage Financial Resources	Manage internal controls	Establish internal controls, policies, and procedures	Define business flow objectives and risks	
	Improve assignment of resources to projects	2. Tactical	Operations Supply Chain Support	Supply Chain assets	Supply Chain asset traceability	Supply Chain asset traceability	CFO/COO	Responsive	Main Process	Manage Financial Resources	Perform planning and management accounting	Perform cost management	Manage asset resource deployment and utilization	
	Improve company-wide monitoring and management of risks	2. Tactical	Operations Supply Chain Support	Supply Chain Quality	Quality audits and control	Quality audits and control	CRSO	Resilient	Main Process	Manage Information Technology	Manage business resiliency and risk	Develop and manage business resiliency	Develop the business resilience strategy	
	Improve management of vendors/service providers	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CFO/COO/CPO	Focused	Supporting Process	Market and Sell Product/services	Develop sales strategy	Develop sales forecast	Analyze sales trends and patterns	
	Improve monitoring and protection of assets, people, infrastructure, etc.	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	EHS guidelines, rules and rewards	EHS guidelines, rules and rewards	CFO/VP of SCM	Resilient	Main Process	Manage Knowledge, Improvement	Create and manage organizational performance	Create enterprise measurement systems model	Establish performance measures	
	Increase emphasis on quality management and benchmarking	2. Tactical	Operations Supply Chain Support	Supply Chain Quality	Quality audits and control	Quality audits and control	COO/VP of SCM	Focused	Main Process	Manage Knowledge, Improvement	Benchmark performance	Conduct performance assessments	Perform quality audits and control	
	Strengthen and communicate governance policies and procedures	2. Tactical	Operations Supply Chain Support	Supply Chain Quality	Quality training	Quality training	CFO/VP of SCM	Resilient	Main Process	Manage Quality	Manage Quality Level Agreements	Manage Quality Knowledge	Perform Quality training	
Improve Risk In-sight & Intelligence	Build values and ethics into corporate culture	1. Strategic	Operations Supply Chain Support	Operational Security	Supply Chain security incident and issue	Supply Chain security incident and issue	CHRO	Responsive	Main Process	Manage External Relationships	Manage legal and ethical issues	Create ethics policies	Define supply chain security incident and issue management	
	Improve effectiveness of program/project governance models	2. Tactical	Operations Supply Chain Support	Supply Chain Quality	Quality audits and control	Quality audits and control	CFO/COO	Resilient	Main Process	Develop Vision and Strategy	Develop business strategy	Develop overall mission statement	Define current business	
	Improve/implement internal control frameworks and policies	2. Tactical	Operations Supply Chain Support	Supply Chain Quality	Quality audits and control	Quality audits and control	CFO/COO	Resilient	Main Process	Manage Financial Resources	Manage internal controls	Establish internal controls, policies, and procedures	Establish board of directors and audit committee	
	Improve due-date reliability	1. Strategic	Supply Chain & Logistics	Scheduling	Supply Chain Schedule	Supply Chain Schedule	COO/VP of SCM	Responsive	Management Process	Deliver Product/services	Produce/Manufacture/Deliver product/service	Supply Chain Schedule	Supply Chain Schedule orders and create lots	
	Improve incentives around order management efficiency	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	CHRO/COO	Focused	Management Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Seek opportunities to improve efficiency and value	
	Improve order management methods and tools	1. Strategic	Supply Chain & Logistics	Order Fulfillment	Order flow	Order flow	COO/CIO	Responsive	Management Process	Deliver Product/services	Procure materials and services	Appraise and develop suppliers	Monitor/Manage supplier information	
	service availability	1. Strategic	Supply Chain & Logistics	Scheduling	Scheduling planning	Scheduling planning	COO/VP of SCM	Resilient	Main Process	Deliver Product/services	Produce/Manufacture/Deliver product/service	Supply Chain Schedule	Supply Chain Schedule orders and create lots	
	Improve pick, pack and ship flows	2. Tactical	Supply Chain & Logistics	Transportation	Operate outbound transportation	Operate outbound transportation	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Produce/Manufacture/Deliver product/service	Maintain production records and manage lot traceability	Determine lot numbering system	
	Improve services and delivery	2. Tactical	Supply Chain & Logistics	Order Fulfillment	Order flow	Order flow	CMO/COO	Responsive	Supporting Process	Deliver Product/services	Deliver service to customer	Provide service to specific customers	Organize daily service order fulfillment schedule	
	Strengthen Supply Chain Innovation	1. Strategic	Operations Supply Chain Support	Supply Chain operations	Information management	Information management	CRDO	Focused	Main Process	Manage Knowledge, Improvement	Develop enterprise-wide knowledge management (KM)	Design and launch KM projects	Design flow for knowledge sharing, capture, and use	
Improve Operational Supply Chain Excellence	Pursue joint-venture, partnership and OEM arrangements	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CRDO	Focused	Management Process	Manage External Relationships	Manage government and industry relationships	Manage relations with strategic partners	Establish Vendor and supplier relations	
	Fast and smart decision making tools and flow	1. Strategic	Operations Supply Chain Support	Supply Chain operations	Information management	Information management	CFO/COO	Responsive	Main Process	Manage Knowledge, Improvement	Manage change	Plan for change	Assess readiness for change	
	Improve asset management flows	1. Strategic	Operations Supply Chain Support	Supply Chain assets	Assets guidelines, rules and standards	Assets guidelines, rules and standards	CFO/VP of SCM	Responsive	Management Process	Manage Financial Resources	Perform general accounting and reporting	Perform fixed-asset accounting	Establish fixed-asset policies and procedures	
	Improve collaboration with vendors	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CPO	Focused	Main Process	Deliver Product/services	Procure materials and services	Procure materials and services	Collaborate with suppliers to identify sourcing opportunities	
	Leverage breadth of vendor relationships to lengthen payment cycles	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Sourcing oversight and monitoring	Sourcing oversight and monitoring	CFO/VP of SCM	Variable	Management Process	Manage Financial Resources	Perform revenue accounting	Manage Sourcing oversight and monitoring	Establish sourcing measurements	
	Utilize national/global purchasing power	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CPO	Variable	Main Process	Deliver Product/services	Procure materials and services	Order materials and services	Create/distribute purchase orders	
	Improve service procurement flows	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	EHS implementation and support	EHS implementation and support	CPO	Responsive	Supporting Process	Deliver Product/services	Procure materials and services	Procure materials and services	Certify and validate suppliers	
	Improve terms on equipment and supplies	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CPO	Variable	Main Process	Deliver Product/services	Procure materials and services	Select suppliers and develop/maintain contracts	Negotiate contracts	
	Improve terms on purchased and leased assets	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CFO/CIO	Variable	Main Process	Deliver Product/services	Procure materials and services	Procure materials and services	Negotiate contracts	
	Improve terms with corporate service providers	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	CIO	Variable	Main Process	Deliver Product/services	Procure materials and services	Procure materials and services	Negotiate contracts	
Improve Supply Chain Information Management	Improve terms with third-party product/service and service providers	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	COO/VP of SCM	Variable	Main Process	Deliver Product/services	Procure materials and services	Procure materials and services	Negotiate contracts	
	Leverage credit rating to lengthen payment cycles and reduce interests	2. Tactical	Operations Supply Chain Support	Supply Chain assets	Supply Chain asset traceability	Supply Chain asset traceability	COO/VP of SCM	Variable	Main Process	Manage Financial Resources	Perform general accounting and reporting	Perform general accounting	Process period end adjustments (e.g., accruals, currency)	
	Better data and privacy protection compliance	2. Tactical	Operations Supply Chain Support	Supply Chain operations	Information and knowledge management plan	Information and knowledge management plan	CFO/CIO	Resilient	Main Process	Manage Information Technology	Manage enterprise information	Define the enterprise information architecture	Define information access requirements	
	Improve Data control flows and tools	2. Tactical	Operations Supply Chain Support	Supply Chain operations	Information control, audits and reports	Information control, audits and reports	CFO/COO	Resilient	Main Process	Manage Information Technology	Manage enterprise information	Define the enterprise information architecture	Define information access requirements	
	Improve skills of sales & marketing staff	2. Tactical	Operations Supply Chain Support	Supply Chain education	Supply Chain training	Supply Chain training	CHRO/CMO	Responsive	Supporting Process	Develop and Manage Human	Develop and train employees	Develop and train employees	Develop, conduct, and manage employee and/or management	
	Develop low-inventory business models	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics strategy	Supply Chain & Logistics strategy	COO/VP of SCM	Focused	Main Process	Deliver Product/services	Plan for and acquire necessary resources	Develop production and materials strategies	Define production network and supply constraints	
	Divest low-demand/obsolete inventory	1. Strategic	Supply Chain & Logistics	Finished Goods Inventory	Supply Chain stock control	Supply Chain stock control	COO/VP of SCM	Focused	Management Process	Deliver Product/services	Manage logistics and warehousing	Operate warehousing	Manage physical finished goods inventory	
	Improve design/structure of Supply Chain & Logistics networks	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics strategy	Supply Chain & Logistics strategy	COO/VP of SCM	Focused	Management Process	Deliver Product/services	Plan for and acquire necessary resources	Review Supply Chain & Logistics planning policies	Review Supply Chain & Logistics network	
	Improve terms on leased service assets	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Vendor and supplier relationship management	Vendor and supplier relationship management	COO/VP of SCM	Variable	Main Process	Acquire, Construct, and Manage	Design and construct/acquire product/services assets	Plan facility	Negotiate terms for facility	
	Improve transport and delivery flows/algorithms	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics strategy	Supply Chain & Logistics strategy	COO/VP of SCM	Responsive	Management Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Optimize transportation schedules and costs	
Improve Supply Chain Delivery	Improve utilization of logistics service staff	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics	Assess Supply Chain & Logistics planning	Assess Supply Chain & Logistics planning	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Manage logistics and warehousing	Operate outbound transportation	Process and audit carrier invoices and documents	
	Rationalize material order quantities and timing	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	CPO	Responsive	Management Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Develop inventory strategy	
	Reduce procurement cycle times	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	Procurement audits	CPO	Responsive	Main Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Seek opportunities to improve efficiency and value	
	Improve logistics performance management methods and tools	2. Tactical	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics strategy	Supply Chain & Logistics strategy	COO/VP of SCM	Responsive	Supporting Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Optimize transportation schedules and costs	
	Improve logistics/Supply Chain & Logistics efficiency	2. Tactical	Supply Chain & Logistics	Order Fulfillment	Manage order fulfillment progress	Manage order fulfillment progress	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Optimize transportation schedules and costs	
	Improve material performance management methods and tools	2. Tactical	Supply Chain & Logistics	Order Fulfillment	Create materials plan	Create materials plan	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Optimize transportation schedules and costs	
	Improve retrieval flows	2. Tactical	Supply Chain & Logistics	Order Fulfillment	Perform reverse logistics	Perform reverse logistics	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Manage logistics and warehousing	Plan inbound material flow	Manage flow of returned product/services	
	Improve terms on equipment purchases	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	Procurement audits	CPO	Variable	Main Process	Deliver Product/services	Procure materials and services	Appraise and develop suppliers	Monitor quality of product/service delivered	
	Improve terms on material	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Sourcing oversight and monitoring	Sourcing oversight and monitoring	CPO	Variable	Supporting Process	Deliver Product/services	Procure materials and services	Select suppliers and develop/maintain contracts	Negotiate contracts	
	Improve terms with logistics service providers	2. Tactical	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics plans and policies	Supply Chain & Logistics plans and policies	COO/VP of SCM	Variable	Supporting Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Develop and maintain delivery service policy	
Strengthen Supply Chain Service Development	Improve use of national/global purchasing power	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	Supply Chain Sourcing strategy	CPO	Responsive	Supporting Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Develop procurement plan	
	Improve workforce planning dispatch and assignment of flows and	2. Tactical	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics network planning	Supply Chain & Logistics network planning	COO/VP of SCM	Responsive	Supporting Process	Deliver Product/services	Manage logistics and warehousing	Define logistics strategy	Design logistics network	
	Improve terms on materials purchases	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	Procurement audits	CPO	Variable	Management Process	Deliver Product/services	Procure materials and services	Select suppliers and develop/maintain contracts	Negotiate contracts	
	Rationalize order quantities and timing	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	Procurement audits	COO/VP of SCM	Responsive	Management Process	Deliver Product/services	Plan for and acquire necessary resources	Develop production and materials strategies	Define manufacturing goals	
	Improve collaboration with vendors	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	Procurement audits	CPO	Focused	Supporting Process	Deliver Product/services	Procure materials and services	Appraise and develop suppliers	Prepare/Analyze procurement and vendor performance	
	Improve coordination with business partners	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	Procurement audits	COO/VP of SCM	Focused	Supporting Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Clarify purchasing requirements	
	Improve incentives around procurement efficiency	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Sourcing oversight and monitoring	Sourcing oversight and monitoring	CHRO/CPO	Focused	Supporting Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Seek opportunities to improve efficiency and value	
	Provide staff with better product/service, service and contract	2. Tactical	Operations Supply Chain Support	Supply Chain operations	Information and knowledge quality	Information and knowledge quality	COO/VP of SCM	Responsive	Supporting					