
CHAPTER 14 Conducting Assessments of the Supply Chain Management Processes

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Overview

The supply chain management processes provide a comprehensive framework to guide cross-functional teams in their efforts to achieve the integration necessary for managing relationships with customers and suppliers. The successful implementation of any of the processes requires that managers from all corporate functions understand their roles in the process. The challenge is finding a way to bring all the necessary parties together and start the dialogue. In this chapter, we describe a methodology designed to assist management in the implementation of the supply chain management processes using the assessment tools contained in Appendix A through Appendix I of this book. The assessment of a process will enable management to benchmark the practices of the company with those prescribed in the process and prioritize the identified improvement opportunities.¹

After reading this chapter you should be able to:

- Identify the importance for management to determine the current level of implementation for each supply chain management process.
- Recognize which functions should be involved in the assessment of a supply chain management process.
- Determine how to select which process to assess first.
- Explain how the participants in the assessment should be selected.
- Understand how the assessment tool should be administered.
- Explain the value of the consensus building meeting.
- Manage a consensus building meeting.
- Prioritize the opportunities for improvement.
- Explain why it is necessary to have an action plan as an output of the meeting.
- Recognize the benefits of conducting an assessment of a cross-functional supply chain management process.

¹ This chapter is adapted from Douglas M. Lambert and Sebastian Garcia-Dastugue, "Conducting Assessments of the Supply Chain Management Processes," in Douglas M. Lambert (Ed.) *Supply Chain Management: Processes, Partnerships, Performance* (4th Ed.), Supply Chain Management Institute, Ponte Vedra Beach, FL (2014), pp. 181-198.