

**LEADing Practice Enterprise Architecture for Supply Chain**

Value Model		Performance Model			Business Model			Operating Model				Process Model				Information Model		
Strategies & Objectives	Critical Success Factors	Key Performance Indicator	Business Model Level	Business Competency Area	Business Competency	Operational Business Competency	Business Competency	Operating Model Strategy	Business Process Type	Business Process Area	Business Process Group	Business Process	Business Process Activity/Step	Solution Area	Workflow	System End2End Flow		
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	ERP	Corporate services	2. Internal Company flow		
		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	ERP	Human capital management	2. Internal Company flow		
		Improve effectiveness of plant maintenance	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Asset maintenance	Asset maintenance	COO/CIO	Focused	Main Process	Acquire, Construct, and Manage	Manage strategic initiatives	Develop strategic initiatives	Ensure supply chain regulations and compliance	ERP	Corporate services	2. Internal Company flow	
		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	ERP	Analytics	2. Internal Company flow	
		Divest low-utilization infrastructure	2. Tactical	Operations Supply Chain Support	Supply Chain Assets	Asset maintenance	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	ERP	User Productivity Enablement	2. Internal Company flow	
		Improve preventive equipment maintenance	2. Tactical	Operations Supply Chain Support	Equipment & Plant Maintenance	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	Perform supply chain schedule	ERP	Analytics	2. Internal Company flow	
		Increase utilization of product/service equipment	2. Tactical	Operations Supply Chain Support	Supply Chain Assets	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 form/function of work/space and assets	ERP	Corporate services	2. Internal Company flow	
		Reduce number of data centers, branch offices, dealerships, retail	2. Tactical	Operations Supply Chain Support	Supply Chain Assets	Asset maintenance	Asset maintenance	COO/CIO	Focused	Main Process	Acquire, Construct, and Manage	Dispose of product/services assets	Develop exit strategy	Reduce number of data centers	ERP	Corporate services	2. Internal Company flow	
		Consolidate company real estate/facilities	1. Strategic	Operations Supply Chain Support	Asset allocation	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	SRM	Supplier Collaboration	2. Internal Company flow	
		Improve physical security of people	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	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	Portal	Business Information Management	1. Strategy flow	
Reduce Supply Chain Administration Costs	Service Flow development for operations and maintenance services	Service Flow development for procurement functions	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	Portal	User Productivity Enablement	1. Strategy flow		
		Service Flow development for property management functions	1. Strategic	Operations Supply Chain Support	Operations Supply Chain Support	Operational support business planning	CPO	Variable	Main Process	Deliver Product/services	Deliver Product/services	Schedule product/service	Generate line level plan	Portal	User Productivity Enablement	1. Strategy flow		
		Consolidate order fulfillment functions	2. Tactical	Operations Supply Chain Support	Supply Chain & Logistics	Order Fulfillment	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	ERP	Procurement and Logistics Execution	2. Internal Company flow	
		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	Main Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Develop procurement plan	ERP	Financials	2. Supplier flow	
		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	ERP	Corporate services	1. Strategy flow	
		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 guidelines, standards	CFO/VP of SCM	Variable	Main Process	Acquire, Construct, and Manage	Design and construct/acquire product/services assets	Plan facility	Negotiate terms for facility	ERP	Corporate services	2. Internal Company flow	
		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	Design logistics strategy	Design logistics strategy	SCM	Demand & Supply planning	1. Strategy flow	
		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	Provide customer feedback to product/service management on	ERP	Procurement and Logistics Execution	1. Strategy flow	
		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	ERP	Human capital management	2. Supplier flow	
		Increase emphasis on designing and packaging for Supply Chain & Service Flow development for end-user support	2. Tactical	Operations Supply Chain Support	Supply Chain & Logistics	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	SRM	Strategic Purchasing & Sourcing	2. Internal Company flow	
Lower Supply Chain Risk (SC Governance/Risk/Compliance)	Ensure Compliance	Improve monitoring and management of regulatory compliance	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	CFO/VP of SCM	Resilient	Supporting Process	Manage Information Technology	Develop and maintain information technology solutions	Develop the IT development strategy	Establish Supply Chain Sourcing strategy for IT development	Portal	Application Governance	2. Internal Company flow		
		Improve physical security of people	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	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	Portal	Data Unification	2. Internal Company flow		
		Compliance with environmental standards	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain Safety	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	Portal	Consolidation	2. Internal Company flow	
		Compliance with health standards	2. Tactical	Operations Supply Chain Support	Supply Chain Safety	Supply Chain Safety	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	Portal	Data Unification	2. Internal Company flow	
		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	Portal	Data Unification	2. Internal Company flow	
		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,	Develop enterprise-wide knowledge management (KM)	Develop KM strategy	Develop core KM methodologies	SAP ERP	Financials	2. Internal Company flow	
		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 controls	Develop quality audits and control reports	SAP ERP	Financials	2. Internal Company flow	
		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	SAP ERP	Human capital management	2. Internal Company flow	
		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	CFO/VP of SCM	Resilient	Main Process	Manage Financial Resources	Manage internal controls	Establish internal controls, policies, and procedures	Define business flow objectives and risks	SAP ERP	Human capital management	2. Internal Company flow	
		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	SAP ERP	Human capital management	2. Internal Company flow	
Improve Risk Insight & Intelligence	Improve Risk Management	Improve company-wide monitoring and management of risks	2. Tactical	Operations Supply Chain Support	Supply Chain Quality	Quality audits and control	CRSO	Resilient	Main Process	Manage Information Technology	Manage business resiliency and risk	Develop and manage business resiliency	Develop the business resiliency strategy	SAP ERP	Human capital management	2. Internal Company flow		
		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	Analyze sales trends and patterns	SAP ERP	Human capital management	2. Supplier flow		
		Improve monitoring and protection of assets, people, infrastructure	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,	Create and manage organizational performance	Create enterprise measurement systems model	Establish performance measures	SAP ERP	Human capital management	2. Internal Company flow	
		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,	Benchmark performance	Conduct performance assessments	Perform quality audits and control	SAP ERP	Human capital management	2. Internal Company flow	
		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	Perform Quality training	Perform Quality training	SAP ERP	Human capital management	2. Internal Company flow	
		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	SAP ERP	Human capital management	4. Organizational focused flow	
		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	SAP ERP	Human capital management	2. Internal Company flow	
		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	SAP ERP	Human capital management	2. Internal Company flow	
		Improve Supply Chain Competitiveness	Improve Customer Interaction	Improve Supply Chain Scheduling	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	CHRO/COO	Focused	Management Process	Deliver Product/services	Procure materials and services	Develop sourcing strategies	Monitor/Manage supplier information	SAP ERP	Human capital management	2. Internal Company flow
		Improve incentives around order management efficiency		1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Order Fulfillment	Order flow	COO/CIO	Responsive	Management Process	Deliver Product/services	Procure materials and services	Appraise and develop suppliers	Monitor/Manage supplier information	SAP ERP	Analytics	2. Internal Company flow
Improve order management methods and tools	1. Strategic	Supply Chain & Logistics		Scheduling	Scheduling planning	Scheduling planning	COO/VP of SCM	Resilient	Main Process	Deliver Product/services	Product/Manufacture/Deliver product/service	Supply Chain Schedule	Supply Chain Schedule orders and create lots	NetWeaver	Unified Life-Cycle Management	2. Product/services & Services		
Improve service availability	2. Tactical	Supply Chain & Logistics		Transportation	Operate outbound transportation	Operate outbound transportation	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Product/Manufacture/Deliver product/service	Supply Chain Schedule	Maintain production records and manage lot	SAP ERP	Human capital management	2. Internal Company flow		
Improve service 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	SAP ERP	Corporate services	2. Customer flow		
Better settings for innovation to flourish	1. Strategic	Operations Supply Chain Support		Supply Chain operations	Information management	Information management	CRDO	Focused	Main Process	Manage Knowledge,	Develop enterprise-wide knowledge management (KM)	Design and launch KM projects	Design flow for knowledge sharing, capture, and use	SAP SCM	Manufacturing	2. Product/services & Services		
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	SAP ERP	Human capital management	2. Internal Company flow		
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,	Manage change	Plan for change	Assess readiness for change	SAP PLM	Life-Cycle Process Support	2. Customer flow		
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 resiliency strategy	SAP ERP	Human capital management	2. Internal Company flow		
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	Develop sourcing strategies	Collaborate with suppliers to identify sourcing opportunities	SAP ERP	Product/service Development and	2. Supplier flow		
Operational Supply Chain Excellence	Leverage breadth of vendor relationships to lengthen payment cycles	Utilize national/global purchasing power	1. Strategic	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Supply Chain Sourcing strategy	CFO/VP of SCM	Variable	Management Process	Manage Financial Resources	Perform revenue accounting	Manage Sourcing oversight and monitoring	Establish sourcing measurements	SAP ERP	Corporate services	2. Supplier flow		
		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	Order materials and services	Create/Distribute purchase orders	NetWeaver	End-to-end Process Integration	2. Supplier flow	
		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	Certify and validate suppliers	SAP ERP	Corporate services	2. Supplier flow	
		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	Select suppliers and develop/maintain contracts	Negotiate contracts	SAP SRM	Strategic Purchasing & Sourcing	2. Supplier flow	
		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	CO	Variable	Main Process	Deliver Product/services	Procure materials and services	Select suppliers and develop/maintain contracts	Negotiate contracts	SAP PLM	Life-Cycle Process Support	2. Supplier flow	
		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	Select suppliers and develop/maintain contracts	Negotiate contracts	SAP PLM	Life-Cycle Data Management	2. Supplier flow	
		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	CFO/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)	SAP ERP	Corporate services	2. Internal Company flow	
		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	NetWeaver	Enterprise Services Architecture	2. Internal Company flow	
		Improve Supply Chain Information Management	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	NetWeaver	Enterprise Services Architecture	2. Internal Company flow	
		Improve Resource	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 counsel employees	Develop and train employees	Develop, conduct, and manage employee and/or management	NetWeaver	Business Information Management	4. Organizational focused flow	
Strengthen Supply Chain Service Development	Develop low-demand/obsolete inventory	Improve design/structure of Supply Chain & Logistics networks	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics strategy	COO/VP of SCM	Focused	Management Process	Deliver Product/services	Plan for and acquire necessary resources	Develop production and materials strategies	Define production network and supply constraints	SAP ERP	Human capital management	1. Strategy flow		
		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	SAP ERP	Human capital management	2. Internal Company flow	
		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	SAP ERP	Financials	2. Internal Company flow	
		Improve utilization of logistics service staff	1. Strategic	Supply Chain & Logistics	Supply Chain & Logistics Planning	Supply Chain & Logistics strategy	Supply Chain & Logistics strategy	COO/VP of SCM	Responsive	Main Process	Deliver Product/services	Manage logistics and warehousing	Operate outbound transportation	Process and audit carrier invoices and documents	SAP ERP	Corporate services	2. Internal Company flow	
		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	NetWeaver	Application Governance	2. Internal Company flow	
		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	SAP SCM	Order fulfillment	2. Supplier flow	
		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	NetWeaver	Business Information Management	2. Internal Company flow	
		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	NetWeaver	Business Information Management	2. Internal Company flow	
		Improve material performance management methods and tools	2. Tactical	Supply Chain & Logistics	Supply Chain & Logistics Planning	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	SCM	Business Information Management	2. Internal Company flow	
		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	NetWeaver	Process Integration	2. Internal Company flow	
Strengthen Supply Chain Service Development	Improve terms on equipment purchases	Improve terms on equipment purchases	2. Tactical	Operations Supply Chain Support	Supply Chain Sourcing & Procurement	Procurement audits	CPO	Variable	Main Process	Deliver Product/services	Procure materials and services	Select suppliers and develop/maintain contracts	Monitor quality of product/service delivered	SAP ERP	Sales and Service	2. Supplier flow		
		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	SAP ERP	Analytics	2. Supplier flow	
		Improve terms with logistics service providers	2. Tactical	Operations Supply Chain Support	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</					