Gartner delivers the supply chain-related insight necessary for our clients to make the right decisions, every day.
Today’s Menu

• The Top 25: What is Demand-Driven?
• Current Challenges and the To-Do List
• An Introduction to Supply Chainnovators

Demand Driven

“A system of people, technologies and processes that senses and responds to real time demand signals across a supply network of customers, suppliers and employees.”
From Supply Chain to Demand Driven Value Network

**From**
- Demand Point a Given
- Assembly Line Supply
- Innovation an Externality

**To**
- Demand Management
- Networked Supply
- Embedded Innovation

Operations and innovation drive value

**Leader**
- Operational Excellence (Perfect Order, Total Supply Chain Cost)

**Laggard**
- Innovation Excellence (Time to Value, Return on R&D)

Higher cash flow, profits, p/e

Winners

Losers
The Gartner Supply Chain Top 25

“...illuminate the path to excellence and fuel the innovation, growth and success of supply chain practitioners around the world.”

Supply Chain Top 25 Overview

- 9 Years Old
- Focuses on Global Leaders
- $10b+ in revenue
- 300+ companies ranked
- Our method continues to evolve
- Highlight demand driven supply chain leadership
- Elevate supply chain profession
- Path to excellence
- Foster discussion
The Supply Chain Top 25 Methodology

- 50% Opinion
- 25% Peer vote
- 25% Analyst vote
- 50% Financials
- 15% Inventory turns
- 10% Revenue growth

APICS 2013

Gartner Supply Chain Top 25
2013

1 Apple
2 McDonald's
3 Amazon.com
4 United Parcel Service
5 Intel
6 P&G
7 Cisco
8 Samsung
9 Coca-Cola
10 Colgate-Palmolive
11 Dell
12 Inditex
13 Walmart
14 Nike
15 Starbucks
16 PepsiCo
17 H&M
18 Caterpillar
19 3M
20 Lenovo
21 Nestle
22 Ford
23 Canon
24 Qualcomm
25 Johnson & Johnson
Leaders

“Leaders are discovering that the combination of capabilities...brings them to a new frontier of performance.”

Cross-industry themes

- Outside-in focus
- Embedded innovation
- Extended supply chains
- Excellence Addicts
- Vision & Execution

Supply chains that are...
- Predictable and reliable
- Flexible

...and have:
- Profitable demand response
- Sustainable growth
- Satisfied customers

Orchestrators
What distinguishes leaders Trends

- Analytics
- SC as Growth Enabler
- Simplification & Segmentation
- Multi-Local Strategies
- SC Talent

What you should remember...

- Demand Driven excellence = demand sensing and shaping + an integrated business network
- Think from the outside in and from end to end
- Drive towards both operational excellence and innovation excellence
- Supply chain talent can be a differentiator
What Companies Are Not Doing

Re-evaluating work environments

Paying top salaries for top skills

Cracking the global talent code
Supply Chaininnovators

Target: Chief Supply Chain Officers of $1B-10B Companies
Value: Show what great things peer leaders are doing and investing in to drive Supply Chain performance. Unconventional, innovative, high-impact approaches are emphasized. This will help a CSCO with annual strategic planning, resource allocation and investments.
Difference Maker: CSCOs at $1-10B companies often wear three hats: operations, strategy, and transformation. Resources and cash are stretched very thin. Supply Chain Top 25 (Fortune Global 300) lessons are instructive, but not always directly actionable, for this group.

Methodology: Admission Criteria

• $1B-$10B Annual Company Revenues
• Discrete Manufacturing, Process Manufacturing, High Tech, Healthcare Life Sciences, Consumer Goods & Retail Sectors
• Demonstrated above-average financial performance, large ROI on a project, or a major turnaround
• Willingness to share company name, frameworks, graphics, qualitative and quantitative impact data
• Case must be supply chain led or sponsored
**Recommendations**

- Leadership orientation: outside-in, end-to-end
- Seek leadership beyond the Top 25
- And beyond product industries

**Recommended Gartner Research**

- **Best Practices for Building and Implementing Supply Chain Competency Models**
  Ken Chadwick and Dana Stiffler (G00250736)
- **Predicts 2013: Global Corporations Rethink Supply Chain Resource Management**
  Stephen Stokes, Dana Stiffler, and others (G00245254)
- **CEO and Senior Executive Survey 2013: Supply Chain Implications to Support Global Growth Goals**
  Michael Burkett and Michael Dominy (G00247331)
Survey

www.tinyurl.com/lc3s3fm