



DIGITAL SUPPLY CHAIN

Organization and skill changes with Digital Supply Chain

May 2022

SUPPLY CHAIN STRATEGIC TRENDS AND TRANSFORMATION

Recent disruptions have strongly impacted our clients supply chain, highlighting the importance of being customer oriented, resilient and sustainable

Supply Chain Trends...

CUSTOMER CENTRIC

Companies are now unlocking value considering clients at the center of their business and of their supply chain, offering customized products and services (e.g., home delivery in few hours, etc.)



SUPPLY CHAIN RESILIENCE

Ability to persist, adapt, or transform in the face of change, considering for example unexpected disruptions as Covid-19 and the Ukraine-Russia War



SUSTAINABILITY

By tracking sustainability metrics in supply chain management systems, companies monitor multifaceted programs, prioritizing renewable energy and recycled products (from production to delivery)

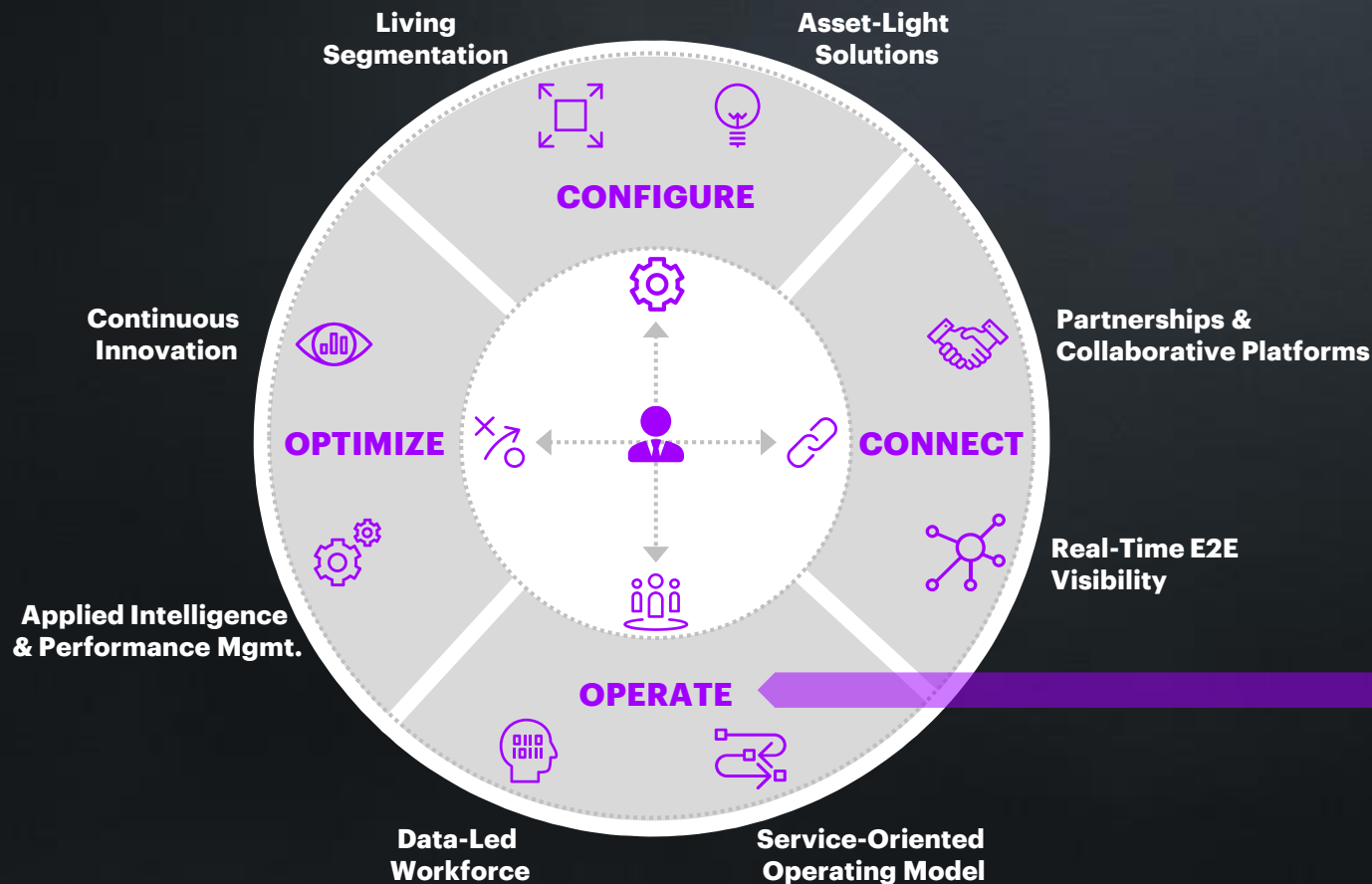


The big transformation of the Supply Chain...

	FROM...	TO...
1. AGILE	VOLUME EFFICIENCY BASE	CUSTOMER DRIVEN: LEAN & AGILE
2. INTEGRATED	INDEPENDENT AND INTERNAL MANAGED	ECOSYSTEM OF PARTNERS
3. CONNECTED	OFFLINE MODE OR BATCH PROCESSING	REAL TIME VISIBILITY
4. INTELLIGENT	TRANSACTIONAL JOB BASED EXECUTION	AUTOMATION & AI
5. SEGMENTED	ONE SIZE MODEL FITS ALL	SEGMENTATION

DIGITAL SUPPLY CHAIN – ACCENTURE POV

Accenture defined an innovative framework to put the customer at the heart of the Supply Chain



CONFIGURE

the supply chain into a sustainable, asset-light ecosystem



CONNECT

the supply chain using intelligent technology to create seamless interoperability with real-time end-to-end visibility and ensure digital data security



OPERATE

the supply chain by architecting a service oriented operating model leveraging an on-demand workforce



OPTIMIZE

the supply chain network through systematic automation of real-time planning and dynamic fulfillment



Since supply chain continues to become more intelligent and autonomous, the need to prepare the workforce is urgent. **Workers will need new skills to adapt to a more digital and automated supply chain, and new technology means big changes to existing roles.** Employees' day-to-day activities will be automated, and their jobs will require more innovation, creativity and collaboration.

Our latest Supply Chain Workforce of the Future report explores a new approach for skilling the supply chain workforce for the future.



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(underpinned by) Digital Infrastructure

SUPPLY CHAIN WORKFORCE OF THE FUTURE – HIGHLIGHTS

Businesses are moving fast to become more digital, but Supply Chain executives said their workforce is not ready to leverage the technology tools provided to them

SCALING DIGITAL SUPPLY CHAINS IS KEY TO SURVIVAL AND GROWTH

84%

C-Levels say they **won't achieve their growth objectives unless they scale Digital**

75%

C-Levels say if they don't scale Digital in the next 5 years, they risk going out of business

HOWEVER, COMPANIES DON'T KNOW HOW TO

76%

C-Levels struggle with **how to scale Digital across businesses**

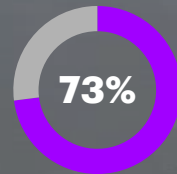
80%

of all Digital Proof of Concepts don't progress to next stage

Source: Accenture Research

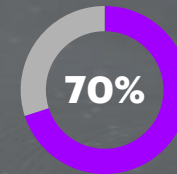
New skills and roles on the horizon

With increasing digitization and automation, new skills will be needed



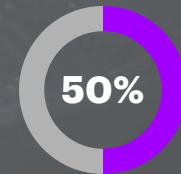
of supply chain leaders agree that their **function doesn't** have all the **talent needed to meet current supply chain performance requirements**

Source: Supply Chain Executive Report, Gartner



leading companies are building a talent pool of AI and machine learning skills to enable real-time monitoring of manufacturing operations

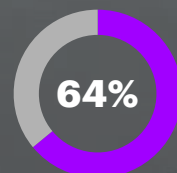
Source: Accenture Research



of supply chain executives **expect to have a new technology leadership role** reporting directly to the chief supply chain officer by 2025

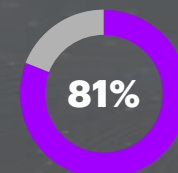
Source: Gartner Predicts 2021: Supply Chain Technology

Digital transformation speed is outpacing people



of supply chain executives report the pace of digital transformation is accelerating

Source: Accenture Technology Vision 2021



agree they're facing technological changes at unprecedented speed and scale

Source: Accenture Technology Vision 2021

But many companies have moved so quickly they haven't engaged their workforce enough as part of their initiatives

- Only 38% of supply chain executives feel their workforce is mostly or completely ready to leverage the technology tools provided to them
- Tepid employee adoption of expensive new technologies can prevent companies from capitalizing on new opportunities and leaves substantial value on the table
- Another complication: As the older generation of workers retires, companies lose valuable "historical knowledge" vital to how the supply chain operates

BUILDING THE FUTURE SUPPLY CHAIN WORKFORCE

The accelerating use of intelligent technologies will dramatically affect the Supply Chain workforce. People will need to develop new skills as existing roles change and evolve

CHANGES



PROCUREMENT

Procurement roles will require business acumen paired with entrepreneurial, collaboration and analytical skills



MANUFACTURING & FULFILLMENT

Factory managers will have far more information at their disposal and they'll need to be extremely adept at using it to make the right decisions



PLANNING

AI algorithms will make most decisions by themselves, while humans react to alerts or anything the machine can't decide

EXAMPLES OF ROLE EVOLUTION

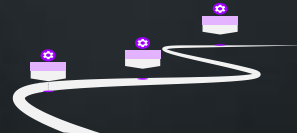
FROM...



BUYER

TO...

- SOURCING & CATEGORY SPECIALIST
- CATALOG MANAGER
- SPEND ANALYST



OPERATIONS SUPERVISOR

- OPTIMIZATION SPECIALIST
- TRANSFORMATION MANAGER



SUPPLY CHAIN PLANNER

- STRATEGIC NETWORK OPTIMIZER
- CONTROL TOWER OPERATOR
- DATA & ANALYTICS SPECIALIST



[Click for the example](#)

NOT EXHAUSTIVE

WHAT TO DO

Most of the companies are moving fast to become more digital. But many have forgotten they need to help people through the changes new technologies bring. Without the right skills and support to work in the digital supply chain, employees are unlikely to adopt new technologies. This wastes the investment and prevents companies from pursuing new opportunities.

LEADING COMPANIES PREPARE THEIR SUPPLY CHAIN WORKFORCE FOR THE FUTURE PUTTING PEOPLE FIRST - BEFORE TECHNOLOGY

STEPS TO BUILD SKILLS FOR THE FUTURE

Leading companies recognize that to succeed, they need to put people first and they need to set short-term and long-term activities to be successful in the future

HOW TO PUT PEOPLE FIRST

DEVELOP NEW SKILLS AT SCALE USING AI AND ANALYTICS



- advanced digital tools to learn what it takes to build new in-demand skills
- AI tools to match similar skills from old roles to new roles
- predictive talent analytics to make data-driven talent decisions

FOSTER TRADITIONAL SKILLS THAT ARE STILL VALUABLE TO THE ORGANIZATION



to equip workers with new skills, it is also needed to invest in traditional skills and roles that still have a key place in the business

INVOLVE PEOPLE IN INITIATIVES FROM THE START



creating employee teams to provide input into the implementation of the new tools and the design of the new ways of working



STEPS TO BUILD SKILLS FOR THE FUTURE

SHORT TERM STEPS



CREATE CROSS-FUNCTIONAL WORKING TEAMS

to increase the collective understanding of the system, more proactively solve problems, and minimize the “data latency” challenge that plagues siloed decision-making



BROADEN EMPLOYEES' HORIZONS

to improve workers performance in their current roles, but also will help prepare them for the move toward a future network planner role



SHARE THE KNOWLEDGE

to start the development of the “continuous learning” culture at the board and executive levels



INCREASE DIGITAL FLUENCY

to allow people to build on technological foundations and not just work alongside them, but also unleash newfound creativity and ways of working



ANTICIPATE FUTURE ROLES

understanding and mapping proximate roles, refreshing job descriptions and reviewing learning curricula, to start to engage employees about the need to continuously refresh their skills

LONG TERM STEPS



ACCESS THE TALENT STRATEGY

to help companies make conscious decisions about where recruiting is required to fast-track the filling of some of the skills gaps and where contractors should be leveraged to backfill people who need time to invest in their learning journey



IDENTIFY FUTURE LEARNING NEEDS

to help employees in targeted ways find both virtual classroom courses and job-rotation assignments to develop the skills they need to be successful in one of the emerging supply chain roles



ENGAGE WITH AND EDUCATE UNIONS

to keep unions informed and engaged—and avoid surprises

AUTHORS & REFERENCES

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ACCENTURE QUICK LINKS

<https://www.accenture.com/us-en/insights/supply-chain-operations/digital-future-supply-chain-workforce>

https://www.accenture.com/_acnmedia/PDF-165/Accenture-Supply-Chain-Workforce-of-the-Future-2021-Infographic.pdf#zoom=50

https://www.accenture.com/_acnmedia/PDF-165/Accenture-Supply-Chain-Workforce-of-the-Future-2021.pdf#zoom=40

accenture

BACK-UP



DEMAND PLANNER ROLE PATHWAY

Illustration of evolution and associated skills from today's demand planner to tomorrow's strategic network optimizer

SUPPLY CHAIN PLANNER TODAY SHORT-TERM LONG-TERM STRATEGIC NETWORK OPTIMIZER

