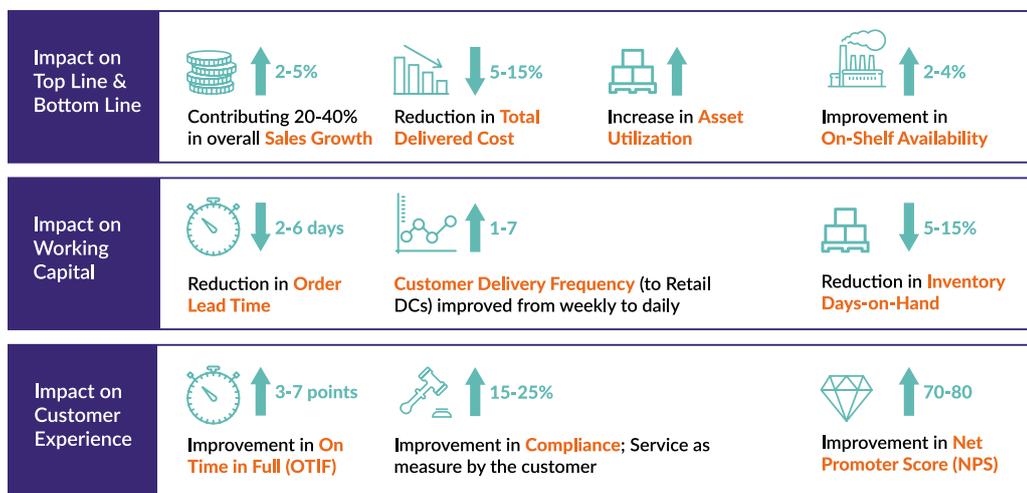


# Executive summary

## Are you ready for a breakthrough?

Companies with Synchronised value chains will dynamically adapt and respond faster to the “new normality”. The competitive gap between those companies leading the Sync race, and those yet to get started is only set to grow wider. It's time for business leaders to embrace Sync and capitalise on the opportunities that synchronised end to end operations can bring.



Source: EFESO research, Consumer Products/ Food Industry – company results after 2 years

Figure 1 : Typical benefits of a synchronised end to end value chain

There is a huge ambition amongst Supply Chain Leaders<sup>1</sup> to improve the levels of Sync in their organisations as a means to improve customer experience and drive end to end performance. Whilst this survey shows that half of the companies are taking steps forward, they are frustrated by the speed of progress and need help to accelerate their journey. The reality is also that one-third of companies are at an early stage with Sync and around 1 in 6 have not yet started.

As we explored the drivers for Sync breakthrough, we found four essential success dimensions. Our survey also found different practices between LEADERS and LAGGARDS in the race to Sync.

*There is a huge ambition to improve levels of Sync. Frustration exists in the speed of progress.*

<sup>1</sup> Gartner 2019 research showed 63% of organisations sought to have Sync capabilities in place within 2 years

The four success dimensions are summarised as follow:

**Leadership & Organization** - It all starts with the Business Leadership team. When the Leadership team has a strong understanding of Sync benefits and what is required to get there, they are better able to support initiatives and give commitment to drive the necessary culture change.

**Data & IT Integration** – Digital augmentation is a necessity for Sync progression; most of the time legacy systems or the lack of digital initiatives will hamper progress. We found that more advanced companies in the Sync journey had a willingness to start with less than perfect data. They also chose a “fail-fast and learn” culture to enable early adoption and response.

**E2E Value Creation** – Customer centricity and understanding are fundamental to achieving Sync outcomes. The majority of companies (89%) believe that the benefits of Sync are tangible and measurable, yet many find it difficult to link to the positive impacts in terms of Revenue, Profit and Cashflow.

**Foundations** – Solid foundations are critical to paving the way to a successful Sync journey. Examples are standard work definition, good process control, performance management systems and a continuous improvement culture. Our survey finds that LEADERS are well ahead on these aspects compared to LAGGARDS. If these practices are weak in your own organisation, then don't expect to make fast progress towards Sync.

As you read through and reflect on this research report, ask yourself this question: is your organization ready for a Sync breakthrough?



## IS YOUR END TO END CAPABILITY READY FOR A BREAKTHROUGH TO AN INTEGRATED AND SYNCHRONISED VALUE CHAIN?

Principles of Value Chain, Flow and Synchronisation have been around for years, yet many companies fail to fully leverage them. Even advanced companies find Sync challenging. This research report provides insights about overall levels of maturity and barriers to progress, as well as highlighting potential solutions to accelerate a Sync breakthrough.