Supply chain control tower
Orchestrate and drive visibility and valuable automated insights
Across the globe, and across industries, supply chains are full of geopolitical complexity, regulatory challenges, and operational risk. The impacts of COVID-19 only amplify this wide range of challenges, as globalized logistics networks are compromised, customer demand becomes more volatile, and supplier and inventory status are disrupted, requiring a more dynamic response. Despite the many targeted technologies available to manage continuously growing data and supply chain complexities, many supply chain leaders feel that they lack the visibility they need to optimize network performance, take a proactive stance on event management, and ensure an agile network that is responsive to changing constraints.

A control tower is a dynamic end-to-end capability that enables strategic priorities, solves specific business issues, and delivers measurable benefits by implementing three interwoven components:

- **A way of working** in the organization and beyond; insight-driven and exception based
- **An organization** that understands business issues and has the analytical capability to generate actionable insights and improve the process
- **A data insight platform** that monitors transactional-level data from internal and external sources, automatically separating issues and prompting action by the user

Working in orchestration with your existing technologies and systems, control tower capabilities can help proactively manage supply chains in right time. This allows leaders to focus on the areas that are causing the majority of issues, while the rest of the supply chain can continue functioning, business-as-usual—driving maximum value without a large-scale implementation.
Control tower overview: how does it work?

Start by determining the applicable use case based on priorities and business challenges . . .

- Voice of the customer
- Factory control
- Global trade and customs
- Production planning
- Synchronized planning
- Quality and recall mgmt.
- Customer service
- Logistics
- Sourcing and procurement
- Technical operations
- Aftermarket mgmt.
- Supply chain risk

Functional components of a Control Tower are enabled by technical layers, including:

- End-to-end visibility
- Exception mgmt.
- Scenario analysis
- Optimized intelligent response
- Self-driving execution
- Presentation
- Decision support
- Communication
- Analytics
- Data integration and ingestion
- Security and admin
- Data sources

Ingrain the solution into the business by creating processes and shaping the operating model to sustain the capability, through:

- Capabilities assessment
- Process design
- Op model design
- Governance structure
- Communication strategy
- Training
## Our control tower solutions

We have delivered 20+ control towers across five industries, resulting in $1B+ of value for our clients through increased revenue, improved margins, strengthened risk management, and heightened asset efficiency.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Solution</th>
<th>Proof point</th>
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<tbody>
<tr>
<td>Factory control</td>
<td>Detects and prioritizes vehicle safety issues using advanced analytics algorithms to more quickly and accurately scope global recalls.</td>
<td>Enabled continuous improvement in asset efficiency and increased throughput by 9%.</td>
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<tr>
<td>Quality and recall mgmt.</td>
<td>Enables near-real-time planning by integrating inputs from across supply network pertaining to demand, supply, inventory, and operations.</td>
<td>Identified excess inventory of nearly $100M with $5M in quick-win reduction opportunities.</td>
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<td>Technical operations</td>
<td>Enables instant root-cause analysis of out-of-service planes while driving accountability through enhanced performance management.</td>
<td>Identified $30M+ opportunity in material cost reduction through effective sourcing and vendor management.</td>
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<td>Logistics</td>
<td>Provides global product visibility across all shipping lanes and inventory levels to streamline material flow and improve availability.</td>
<td>Program earned a 212% ROI with a payback period of less than one year.</td>
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<tr>
<td>Customer service</td>
<td>Identifies real-time cost reduction and service-level improvement opportunities in a series of user-specific views for immediate action and ongoing accountability.</td>
<td>Reduced the time to identify root causes of cost improvement opportunities from two to three weeks to about five minutes.</td>
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<td>Aftermarket mgmt.</td>
<td>A suite of high-value, data-driven insights that enable clients to drive revenue growth, achieve inventory excellence, and enhance order management capabilities.</td>
<td>Identified and actioned $200M+ in cost savings opportunities without negatively affecting service levels.</td>
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<td>Supply chain risk</td>
<td>Proactively identifies suppliers and/or commodities that pose elevated levels of supply chain risk.</td>
<td>Prioritized more than 6,000 commodity-supplier combinations into an actionable subset of high-risk pairs.</td>
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<td>Production planning</td>
<td>Used real data and transactions to reduce and eliminate points of failure across the supply chain.</td>
<td>Ensured delivery to internal and external targets, on-time and in-full.</td>
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At Deloitte, we tailor every control tower to specific client needs—no matter where you are in your digital journey—by taking a collaborative, iterative approach emphasizing speed to value.

**What makes a Deloitte control tower special?**

- **Team:** Our talent model revolves around “bilingual” teams that bridge the gap between traditional business issues and cutting-edge data science and technology and pulls through the years of experience Deloitte has from serving its clients in this space.

- **Advanced analytics:** Advanced analytics have evolved exponentially over the past few years, with problems that previously required significant effort to “solve” being addressed by these advanced techniques (such as AI optimization and machine learning).

- **Accelerators:** We leverage our library of algorithms and smart agents to accelerate time to value for our clients.

- **Speed and scale:** Through experience across a broad range of use cases, Deloitte has developed a ready-to-configure platform for any challenge—which can be deployed in weeks, not months—a scalable environment, architecture, and interface that grows with you.

- **Change management:** We prioritize change management efforts because we know that people and processes are critical to ensuring technical solutions are successful.

- **Self-funding program model:** We prioritize and execute use cases with the highest measurable value for our clients, creating a self-funding program whereby the initial use cases help fund future initiatives.

Deloitte is also uniquely positioned to help operate your new capabilities based on insights generated by your control tower organization and technology. Our global teams, spanning a variety of functional areas, can be deployed to address the most pressing challenges, combining our experienced professionals and technology to provide you access to accelerated results with economies of scale.
To learn more about Deloitte’s control tower offerings, please contact:

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