

Deloitte.

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.

From visibility to value

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

Components

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

Functional components

- End-to-end visibility
- Exception mgmt.
- Scenario analysis
- Optimized intelligent response
- Self-driving execution

Technical layers

- Presentation
- Decision support
- Communication
- Analytics
- Data integration and ingestion
- Security and admin
- Data sources

Process and operating model

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.



Voice of customer

Uses natural language processing and machine learning to analyze unstructured data, generating product insights about quality and customer value.

Proof point: Broadened scope of “consumer listening” by 7X for a leading consumer goods company.



Synchronized planning

Enables near-real-time planning by integrating inputs from across supply network pertaining to demand, supply, inventory, and operations.

Proof point: Identified excess inventory of nearly \$100M with \$5M in quick-win reduction opportunities.



Sourcing and procurement

Optimizes sourcing and procurement to identify indirect and direct spend reductions across suppliers.

Proof point: Annualized benefits of \$75M, with a pipeline to additional savings.



Supply chain risk

Proactively identifies suppliers and/or commodities that pose elevated levels of supply chain risk.

Proof point: Prioritized more than 6,000 commodity-supplier combinations into an actionable subset of high-risk pairs.



Factory control

Improves asset efficiency, increases throughput, and provides an integrated and holistic view of plant operations to all stakeholders, from plant operator to line manager.

Proof point: Enabled continuous improvement in asset efficiency and increased throughput by 9%.



Quality and recall mgmt.

Detects and prioritizes vehicle safety issues using advanced analytics algorithms to more quickly and accurately scope global recalls.

Proof point: Saved \$200M in annual recall-related repair costs.



Technical operations

Enables instant root-cause analysis of out-of-service planes while driving accountability through enhanced performance management.

Proof point: Identified \$30M+ opportunity in material cost reduction through effective sourcing and vendor management.



Logistics

Provides global product visibility across all shipping lanes and inventory levels to streamline material flow and improve availability.

Proof point: Program earned a 212% ROI with a payback period of less than one year.



Global trade and customs

Identifies, prioritizes, and resolves issues to improve the facilitation of compliant cross-border flows (such as missing tariff codes).

Proof point: Resolved \$1.7M in purchase orders with missing HS codes in the source system.



Customer service

Identifies real-time cost reduction and service-level improvement opportunities in a series of user-specific views for immediate action and ongoing accountability.

Proof point: Reduced the time to identify root causes of cost improvement opportunities from two to three weeks to about five minutes.



Aftermarket mgmt.

A suite of high-value, data-driven insights that enable clients to drive revenue growth, achieve inventory excellence, and enhance order management capabilities.

Proof point: Identified and actioned \$200M+ in cost savings opportunities without negatively affecting service levels.



Production planning

Used real data and transactions to reduce and eliminate points of failure across the supply chain.

Proof point: Ensured delivery to internal and external targets, on-time and in-full.

What makes a Deloitte control tower special?

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.



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.



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.



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).



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



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



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.



A Leader in Enterprise Insights Services

by Forrester

[The Forrester Wave™: Enterprise Insights Service Providers, Q2 2020: The 13 Providers That Matter Most And How They Stack Up, Forrester Research, Inc., June 8, 2020](#)



A Leader in Data and Analytics Service Providers

by Gartner

[Magic Quadrant for Data and Analytics Service Providers, by Jorgen Heizenberg, Twigg Lo, Gareth Herschel, Ehtisham Zaidi, Saul Judah, Robert Thanaraj, February 10, 2020](#)



To learn more about Deloitte's control tower offerings, please contact:

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