

# 1. Process for day 1: Mapping incl. fact-based questions

# Purpose, participants and application

- **Purpose**

- To map the company's supply chain based on concrete facts (e.g., customers, distribution channels, storage locations, order types, production methods, sourcing routes, suppliers, lead times and capital commitments).

- **Participants**

- Sales, production, purchasing, finance, IT and product development.

- **Application**

- The participants prepare for factual questions about their individual areas and take part in a joint meeting of approx. three hours duration, during which the supply chain is mapped on a whiteboard.
- A shared overview is developed. When the session is finished, a photo of the mapping is taken and shared with the participants.

# General questions

- What is the history of the company?
- What is the overall strategy of the company?
- What products does the company sell/produce?
- Which markets does the company operate in?
- Who are the company's primary/secondary customers?
- Is the company's revenue/bottom line (financial statement) reasonable
- Who are the company's competitors?

## Questions on disturbances

- What kinds of disruptions have been/are experienced in the supply chains?
- How has it affected/does it affect company performance?
- Where is the company/supply chain most vulnerable?
- Where is the company particularly robust?
- What concrete practices have been implemented to handle disruptions and their consequences?

# Sales

- What is the strategy for the sales area?
- How is performance measured within the sales area?
- How is follow up conducted?
- Which customer segments are worked with?
- How are customers segmented today?
- What is the location of customers (domestic and non-domestic)?
- What are key order-winning criteria?
- What are particularly critical conditions on the customer and sales side?
- Where is the company vulnerable?
- Where is the company particularly robust?
- What concrete practices have been implemented to deal with disturbances and their consequences?
- Which IT systems are used today to support sales work?
- To what extent and how do you collaborate with customers today?
- Is there any cooperation on risk management?
- What are the driving forces and barriers to closer cooperation with customers?

# Production

- What is the strategy for the production area?
- How are the products produced (process review)?
- How is performance measured in the production area? How is follow up conducted?
- To what extent is continuous improvement incorporated?
- What is the equipment maintenance strategy?
- Where is the production area particularly vulnerable to disturbances?
- Where is the production area particularly robust?
- What concrete practices have been done to deal with disturbances and their consequences?
- Which IT systems are used today to support production?

# Purchasing

- What is the strategy within the purchasing area?
- How is performance measured within the purchasing area? How is follow up conducted?
- Which suppliers does the company work with (types and number)?
- How are suppliers segmented today?
- What is the location of the suppliers (domestic and non-domestic)?
- How is strategic sourcing worked with?
- What are particularly critical conditions on the supplier side?
- Where is the company most vulnerable?
- What concrete practices have been implemented to deal with disturbances and their consequences?
- Which IT systems are used today to support purchasing?
- To what extent and how does the company collaborate with its suppliers today?
- Is there cooperation on risk management?
- What are the driving forces and barriers to closer cooperation with suppliers?

# Planning/logistics

- What is the planning/logistics strategy?
- How is performance measured in the planning/logistics area?
- How is follow up conducted?
- How is the overall production and distribution planning carried out?
- What are particularly critical conditions on the planning and logistics side?
- Which IT systems are used today to support planning?
- To what extent and how does the company cooperate with carriers today?
- Is there cooperation on risk management?
- What are the driving forces and barriers to closer cooperation with carriers?

# Finance/IT

- What types of disturbances have been/are being experienced?
- How has it affected/does this affect the company's performance?
- What are the particularly critical conditions on the finance and IT sides?
- Where is the company most vulnerable?
- Where is the company particularly robust?
- What concrete practices have been implemented to deal with disturbances and their consequences?
- Which IT systems are used today to support the work?



# Product development

- What is the strategy for the product development area?
- What is the organizational anchoring of product development?
- How and to what extent do you work together with customers and suppliers in the product development phase?
- Are collaborations close and long-term, or loose and short-lived?
- Is there cooperations with others – knowledge institutions, consultants, designers or the like?
- Which IT system is used in connection with product development?
- What does the product development process look like – for example, is stage-gate modeling used?
- How is performance measured in product development?