

12. Gross list of capabilities

Purpose, participants and application

- **Purpose**

- Helping participants identify a maximum of 5 capabilities for each vulnerability, which they believe can help handle the vulnerabilities.

- **Participants**

- To be used by the individual employees and by the team.

- **Application**

- To be used in phase 2 and 3.

Capabilities

- Capabilities are the characteristics/abilities that enable a company to predict and overcome disruptions in the supply chains.
- 91 capabilities are divided into 7 general topics:
 1. Economy/finance
 2. Customers/demand
 3. Product/process
 4. Inventory management
 5. Purchasing/sourcing
 6. Systems/data
 7. Management/organization

Capabilities: Finance

- 1.1 Degree of asset utilization
- 1.2 Access to capital
- 1.3 Insurances
- 1.4 Price margin
- 1.5 Cost estimates/costing
- 1.6 Cash flow
- 1.7 Terms of payment
- 1.8 Focus on net working capital
- 1.9 Focus on customer/product profitability
- 1.10 Other

Capabilities: Customers/demand

- 2.1 Customer loyalty/retention
- 2.2 Market share
- 2.3 Capability to create customer relations
- 2.4 Capability to market dispersion
- 2.5 Customer communication
- 2.6 Customer segmentation
- 2.7 Forecasting
- 2.8 Collaboration on forecasting
- 2.9 Product differentiation
- 2.10 Alternative distribution channels
- 2.11 Attractive product assortment
- 2.12 Sales Pipeline
- 2.13 Development projects (and pipeline)
- 2.14 Faster time to market
- 2.15 Capability of product pruning
- 2.16 Other

Capabilities: Products/processes

- 3.1 Component commonality
- 3.2 Increased standard products/components
- 3.3 Modular product design
- 3.4 Capability to reduce product variability
- 3.5 Excess capacity
- 3.6 Manufacturing foundation
- 3.7 Phasing products in and out
- 3.8 Capability to prevent errors
- 3.9 Quality management
- 3.10 Productivity/elimination of waste
- 3.11 Optimize manufacturing lead-time
- 3.12 Fast changeovers
- 3.13 Flexible/scalable capacity
- 3.14 Postpone manufacturing
- 3.15 Systematic maintenance
- 3.16 Standardized workflows/processes
- 3.17 Documented workflows/processes
- 3.18 Continuous improvement
- 3.19 Manufacturing at the right locations
- 3.20 Outsourcing - make or buy analyses
- 3.21 Other

Capabilities: Inventory management

- 4.1 IT-supported inventory management
- 4.2 Location management
- 4.3 Safety stock
- 4.4 Min/max inventory management
- 4.5 ABC inventory management
- 4.6 Focus on death goods/obsolescence
- 4.7 Other

Capabilities: Sourcing/purchasing

- 5.1 Being an attractive customer
- 5.2 Substitution of raw materials, semi-finished products, and components
- 5.3 Increased suppliers/sources of supply
- 5.4 Capability to create supplier relations
- 5.5 Prioritization (segmentation) of suppliers
- 5.6 Supplier assessment and auditing
- 5.7 Supplier development
- 5.8 Knowledge about the supply market
- 5.9 Differentiated approach towards the suppliers
- 5.10 Preferred parts list
- 5.11 Preferred supplier list
- 5.12 Other

Capabilities: Systems and data

- 6.1 Exchange of information – internally
- 6.2 Exchange of information – externally
- 6.3 Use of contemporary information technology
- 6.4 Cyber security
- 6.5 Monitoring Early Warning Signals
- 6.6 Ownership of master data
- 6.7 Utilizing the potential of systems in use
- 6.8 Other

Capabilities: Management and organization

- 7.1 Relationship management
- 7.2 Delegated accountability
- 7.3 Execution skills
- 7.4 Employee involvement
- 7.5 Learning/benchmarking
- 7.6 Communication
- 7.7 Access to qualified labor
- 7.8 Capability to attract new employees
- 7.9 Crisis management
- 7.10 Risk management
- 7.11 Lobbyism
- 7.12 Width in Competency Profiles
- 7.13 Creative problem-solving
- 7.14 Focus on Core Competencies
- 7.15 Design for manufacturing/supply chain
- 7.16 Sales and Operations Planning
- 7.17 Digitalization
- 7.18 Right KPI's functional and corporate levels
- 7.19 Intellectual property rights
- 7.20 Work based on documented supply chain strategy
- 7.21 Cultural understanding
- 7.22 Cross-training
- 7.23 Other